

GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM

ANNUAL REPORT 08/09

government communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA



The Honourable Mr Collins Chabane (MP)
Minister in The Presidency: Performance Monitoring and Evaluation as well as Administration
Private Bag X1000
PRETORIA
0001

Dear Minister Chabane

GOVERNMENT COMMUNICATIONS (GCIS) ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2009

It is an honour to present you with the *Annual Report* of the GCIS for the financial year 1 April 2008 to 31 March 2009.

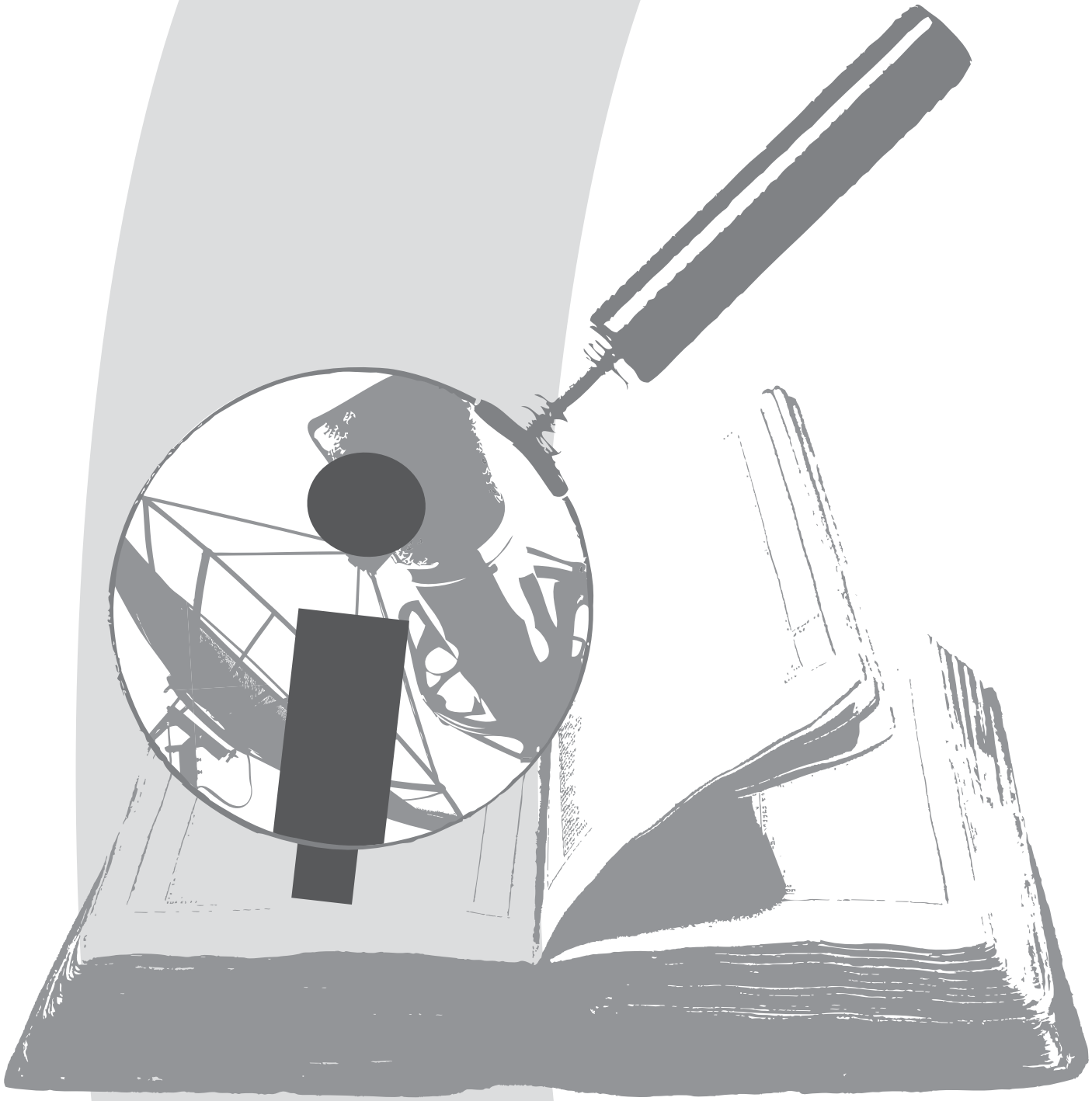
The *Annual Report* has been prepared in accordance with the requirements of Section 40(1)(d) of the Public Finance Management Act, 1999 (Act 1 of 1999), and Part III of the Public Service Regulations, 2001.



Themba Maseko
CHIEF EXECUTIVE OFFICER AND ACCOUNTING OFFICER

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PART ONE: INFORMATION ON THE MINISTRY



PART ONE: INFORMATION ON THE MINISTRY

During the period under review, Government Communications (GCIS) reported to two ministers in The Presidency, namely:

Dr EG Pahad – whose term ended in September 2008 when the interim administration was appointed to lead government until the fourth general election in April 2009.

Ms ME Tshabalala-Msimang – appointed Minister in The Presidency in October 2008 as part of the interim administration that led government until the fourth general election in April 2009.

- **The work that the ministry is involved with**
  In the period under review, Dr Pahad, in addition to his delegated responsibilities (see below), served as a member of the Board and Executive Committee of the South African 2010 FIFA World Cup™ Organising Committee, the Chairperson of the South African Democracy Education Trust and Chairperson of the South African Mali Timbuktu Manuscripts Trust.

  As a member of the Executive, the Minister in The Presidency serves and attends meetings of the Cabinet and Cabinet committees for the Economic Sector; Social Sector; Governance and Administration Sector; Investment and Employment Sector; and the Committee for International Relations, Peace and Security.

  Ms Tshabalala-Msimang continued to fulfil most of the responsibilities – except serving on the Board and Executive Committee of the South African 2010 FIFA World Cup™ Organising Committee – entrusted on Dr Pahad.

- **Institutions reporting to the Executive Authority**
  Both ministers in The Presidency acted as Executive Authority until the end of the year under review for the:
  - GCIS
  - Media Development and Diversity Agency
  - International Marketing Council.

  In addition, the ministers were delegated the administrative authority in terms of the National Youth Commission Act, 1996 (Act 19 of 1996) (as amended in 2000).

  The minister also paid close attention to the work of the Policy and Coordination Unit in The Presidency with specific focus on the Office on the Status of Disabled Persons and Women and the Office on the Rights of the Child.

- **The minister didn't submit Bills to the legislature during the financial year**

- **Executive authority's official visits abroad, the dates and purposes of each visit**

Country	Date	Purpose
Dr EG Pahad		
India	17 – 22 April	Opening of Indian Premier League
China	19 – 22 August	2010 FIFA Press Briefing
China	4 – 11 September	2008 Beijing Paralympic Games
Dr ME Tshabalala-Msimang	No official trips that relate to the GCIS' mandate	



PART TWO: EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER AND THE CORPORATE STRATEGY

PART TWO: EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER AND THE CORPORATE STRATEGY

INTRODUCTION

The Government Communication and Information System (GCIS) provides strategic leadership to the government-wide communication system and informs the public, especially people in disadvantaged areas, about government policies, plans and programmes.

The GCIS is also responsible for marketing Brand South Africa through the International Marketing Council (IMC). It promotes media development and diversity through the Media Development and Diversity Agency (MDDA), a statutory development agency, which aims to enable historically disadvantaged communities to gain access to the media by developing community and small media.

REVIEW OF THE FINANCIAL YEAR 2008/09

During the reporting period, the country went through its fourth democratic general election that ushered in a new government administration, affirming the gradual maturing of our young and fledging democracy based on sound constitutional fundamentals.

During the 2008/09 financial year, the GCIS embarked on a review of the government-wide communication system. This review coincided with the GCIS' 10 years of existence, and against the background of the Government's 15-year review to assess progress and identify constraints towards meeting the 2014 targets. The GCIS has started implementing the review recommendations that are aimed at improving government communication.

Turning our attention to the report card for the year under review, the strategic focus was around communicating the priorities as articulated in the Government's Programme of Action for 2008.

Key among these priorities was communication around preparations for the 2010 FIFA World Cup to be hosted by South Africa – a first for Africa – including the FIFA Confederations Cup 2009. The FIFA Confederations Cup, which was held in South Africa from 14 to 28 June 2009, was a prelude to the major soccer spectacle, the 2010 FIFA World Cup™.

The FIFA 2009 Confederations Cup went very well, proving once more South Africa's ability to host major international events. The success should be credited to all stakeholders. The performance of our national soccer team, Bafana Bafana, in the tournament displayed great improvement and good strides in the team. It affirmed a South Africa that is ready to join in the most prestigious tournament of the world with dignity and the necessary confidence – "Ke Nako. Africa's time has come".

Going forward, it will be important that the positive energy generated by the success of the 2009 Confederations Cup is sustained as we continue with our quest for nation-building and

the evolution of a shared vision. To this end, participation by all South Africans and fellow Africans to make this an African World Cup will be critical.

Government alone cannot and will not fulfil the constitutional mandate of building a South Africa that belongs to all who live in it. The 2010 Communication Partnership is but one of the many partnerships required if we are to address the developmental goals and take our country onto a higher trajectory of growth.

The process towards the establishment of one Thusong Service Centre – one-stop centres to bring government services within close proximity, particularly of the poorest of the poor – in each municipality continued with 15 centres established during the reporting period. Again, this is but one such partnership that has ensured not only that government services are available at the centres but that the services are broadened to include, among other things, postal services and Internet connectivity.

During the period under review, the GCIS continued to give support to Cabinet in its interaction with the South African National Editors' Forum to ensure that the media has access to Cabinet as the highest policy decision-making body of government.

Innovative ways to bring information to the people were explored. To this extent, new media platforms such as MXit – a free instant messaging programme for cellphones and PCs – were used to profile, for example, the 16 Days of Activism for No Violence Against Women and Children Campaign with splash screens reaching 2,8 million users.

We recognise that a multimedia approach to effective communication is critical if we are to reach out to all South Africans, particularly the youth and other vulnerable groups in our society to augment other existing approaches and mechanisms such as BuaNews, *Vuk'uzenzele* magazine and izimbizo, to mention but a few.

We also concentrated on strengthening the government communication system, with particular focus on the local government communication system. Resolutions arising from the intergovernmental workshops held are being implemented and systems have been put in place to monitor progress in this regard.

From the perspective of articulating the overarching government message, media briefings and statements were issued after each Cabinet meeting to communicate government decisions on policies, programmes and progress made towards realising government's mandate.

Let me take this opportunity to thank everyone in the GCIS, IMC and MDDA and all our partners for their contribution towards fulfilling the mandate bestowed on us by Cabinet and the people of South Africa.

PART TWO: EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER AND THE CORPORATE STRATEGY

Lastly, it would be befitting to end this report by quoting the Honourable Minister in The Presidency, Mr Collins Chabane, in his 2009 GCIS Budget Vote Speech when he said: "Without the means to access information and to communicate their own activities, ideas and opinions, citizens become hapless observers subject to the world they find themselves in. An uninformed citizenry undermines our objectives to transform society".

Further details regarding progress made during the year under review are articulated in the body of this *Annual Report*.



Themba Maseko
Chief Executive Officer

DIRECTORATE: OFFICE OF THE CHIEF EXECUTIVE OFFICER

CHIEF DIRECTORATE: CORPORATE SERVICES

CHIEF DIRECTORATE: INFORMATION MANAGEMENT AND TECHNOLOGY (IM&T)

CHIEF DIRECTORATE: PROJECT DESK

CHIEF DIRECTORATE: CHIEF FINANCIAL OFFICER

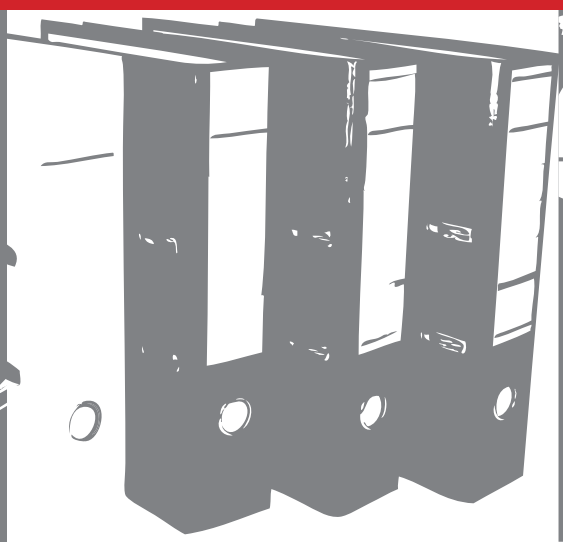
CHIEF DIRECTORATE: INTERNAL AUDIT

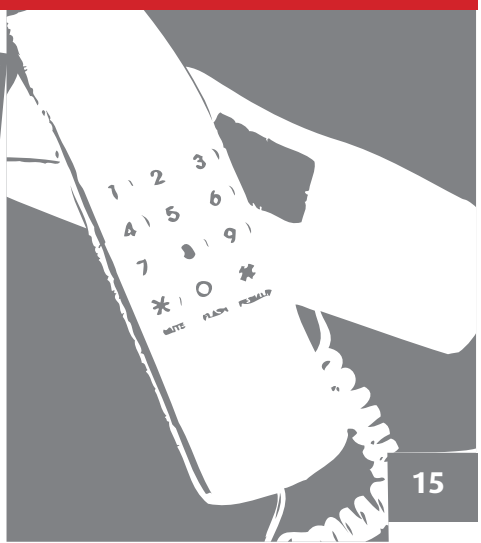
CHIEF DIRECTORATE: 2010 COMMUNICATION PROJECT MANAGEMENT UNIT



PART THREE: PROGRAMME PERFORMANCE







AIM

Administration is responsible for management and provides support services to the department. Its functions are human-resource management, internal audit, information technology (IT), financial management, procurement, auxiliary services and the Office of the Chief Executive Officer (CEO). The Project Desk provides project management and coordination services to cross-cutting projects driven by the GCIS and on behalf of other departments.

DIRECTORATE: OFFICE OF THE CHIEF EXECUTIVE OFFICER

The task of the Office of the CEO is to provide administrative support to the CEO to achieve the objective of providing leadership in government communication and ensuring better performance by the communication system.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The responsibilities and functions of the CEO's Office include:

- enhancing the government communication system and its operations in ways that contribute to the process of further consolidating our democracy and taking the country onto a higher growth and development path
- more effective internal communication in government, including communication to enhance understanding of policies to promote more effective implementation of programmes
- an active GCIS role in advising communication and ensuring better performance by the communication system
- better integration across government in communication, budgeting for communication and in understanding policies and the Programme of Action (PoA)
- sustaining the GCIS Peer Review Process to ensure that in the medium term a uniform standard of excellence is achieved among heads of communication (HoCs)
- ensuring the adoption of standard methodologies across government, and improving the integration of the research agenda
- various forms of research to identify public communication needs, and the impact of government communication on the public and within the media
- using all measures, including development plans and clear target-setting, to enhance the achievement of excellence
- building partnerships with influential sectors of the public and establishing relationships with media forums such as the South African National Editors' Forum (Sanef) and the Foreign Correspondents Association (FCA).

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

In the period under review, GCIS' CEO commissioned a review of the International Marketing Council (IMC), of the GCIS and of the government-wide communication system. The

review included a study tour to four international countries to investigate ways to improve government communication in South Africa. The Corporate Strategy and structure were also reviewed as part of a process to be finalised in the 2009/10 financial year.

A comprehensive review report with findings and recommendations, including overarching communication policy guidelines and a generic performance scorecard for communicators to make communication uniform and efficient, was developed and shared with key stakeholders.

The directorate pursued initiatives to improve relations with media organisations, increase direct communication with the public, raise service levels, as well as increase both capacity and GCIS' operations on the ground.

The CEO consistently conducted briefing sessions after Cabinet meetings, held all scheduled Exco meetings and administered all Indibano (Manco) meetings.

The directorate attended the presentation and tabling of the GCIS Budget Vote to Parliament and presented the GCIS 2008/09 to 2011 Strategic Plan to the Portfolio Committee on Communications.

Full participation and attendance of all scheduled Forum of South African Directors-General (Fosad) meetings was ensured.

The directorate ensured participation in The Presidency's communication meetings. All media liaison officers (MLOs) were encouraged to participate in Exco's Communication Environment session, which follows an agenda.

Meetings scheduled with both public entities, the Media Development and Diversity Agency (MDDA) and the IMC were convened and chaired.

Research to scan the communication environment was regularly conducted. Government communicators' participation in the International Media Forum was facilitated. Representatives attended and participated in the European Heads of Mission Conference and the School of Journalism at the University of Stellenbosch was addressed on the role of the media in South Africa.

A programme for provincial office visits or engagements was consolidated. The directorate consistently engaged with provincial HoCs on communication imperatives and maintained an open channel of communication with the media and media bodies.

An address on the role of communication in meeting the mandate of government was delivered at the Government Senior Management Conference.

CHIEF DIRECTORATE: CORPORATE SERVICES

The Chief Directorate: Corporate Services aims to provide an efficient and effective support service to the GCIS.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following subprogrammes:

- **Human Resources** promotes human-resource management and internal communication and manages the Information Centre.
- **Human-Resource Development** manages and coordinates human-resource development in the GCIS as well as the Employee Health and Wellness Programme (EHWP). It is also responsible for human-resource development for the government-wide communication system through the Professional Certificate in Government Communication and Marketing.
- **Legal Services** provides legal advice.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

Human Resources

Recruitment and selection

Human Resources ensures that the organisation meets its staffing needs. Efforts are made to meet the target of 50% females. In the year under review, the GCIS consisted of 44% females and exceeded the employment equity target of 2% for people living with disabilities with 0,3%.

The employment equity statistics of each chief directorate are used in recruitment and selection, and also submitted to the Department of Labour.

Human-resource processes and practices are firmly established.

As a result of decentralisation, provincial directors are taking more responsibility for the recruitment of staff in provincial offices.

The quick turnaround times for filling vacant posts is efficient with more than 90% of posts filled within two months of the post being vacant.

Three staff members in the directorate were selected to attend a one-year Organisational Development course so that the directorate might provide a more effective service.

Climate study

A climate study was done to determine staff members' views about the organisation. The outcome was communicated to the staff corps.

An action plan to implement the recommendations that resulted from the study is being developed.

Verification of all qualifications

In line with the Public Service Commission's requirements, before staff members are appointed, their qualifications are verified to ensure that they are not fraudulent.

Leave statistics

An electronic leave system has been introduced. Monthly leave statistics are produced for management review to ensure that staff take timely leave and that their leave does not affect service-delivery programmes.

Staff leave credits are communicated well in advance to staff so that appropriate arrangements can be made regarding leave.

Implementing the Policy on Incapacity Leave for Ill-Health Retirement had a positive effect on the use and management of incapacity leave. Human Resources has dedicated a staff member to ensure compliance with the policy.

The implementation of the eight-week sick leave rule has had positive results.

Maintenance of sound labour relations

During the reporting period, the organisation's human resource policies were updated and communicated to staff members.

The Bargaining Council, which met four times in the period under review, is operating effectively.

To enable staff in the provinces to raise issues that they feel could help the organisation meet its mandate, information-sharing sessions were extended to the provincial offices.

Policies and procedures are available to all staff members via the intranet.

All disciplinary matters are dealt with in terms of the prescripts.

Staff performance and evaluation

The organisation has developed and uses the Performance Management and Development System for both lower staff and members of the Senior Management Service.

All staff members enter into performance agreements on 1 April each year and are evaluated biannually and quarterly depending on their status.

Staff members who perform above expectation receive performance bonuses or merit awards, while those whose performance does not meet expectations receive the necessary training and mentoring.

A pro-rata reward system was introduced to reward staff members who have been in their positions for more than six months.

Information Centre

The Information Centre is responsible for the collection, repackaging and dissemination of government and government-related information and information products.

The four units of the Information Centre are the:
- Information Resource Centre
- Directories
- Call Centre
- GCIS Library.

Information Resource Centre

A range of print and electronic government information is made freely available to clients. This section serves as a distribution point for GCIS products, including *Vuk'uzenzele* magazine.

Clients can search and download electronic government information via two Internet access points.

Audiovisual equipment allows for the screening of government educational and promotional material as well as the State of the Nation Address (SoNA) and the Budget Speech. Suitably qualified staff participate in information exchanges with provincial information resource centres and government information centres.

Directories

The electronic directories on the GCIS website are updated daily, while the hard-copy products are updated annually for printing.

The directory products comprise the *SA Government Directory*, the *Directory of Contacts*, the *Media Directory*, the *Local Government Directory*, the *Profile* and the *Faces of Government* poster.

The new *Local Government Directory* provides contact information for metro, district and local municipalities, as well as *Thusong Service Centres.

All products are published on CD-ROM for distribution to government information centres.

Call Centre

Suitably qualified staff handle all client enquiries, including telephonic, e-mail and postal queries, within 24 hours.

The Call Centre also provides assistance to *Vuk'uzenzele* in response to postal enquiries written to the Editor.

Enquiries are captured on an internal database for strategic analysis.
Monthly statistics are provided to management for content and performance analysis.
Various information and communications technologies (ICTs) are used to provide a speedy response to enquiries.

Library

The Library provides access to a range of print and electronic mail, including books, journals, electronic news databases and audiovisual material.

Two librarians provide services ranging from current awareness, journal and newspaper subscription management to inter-library loans.

The DBText/InMagic library management system provides an automated online catalogue that provincial offices can access via the Library webpage. The Library webpage markets the latest books ordered, current events and displays, along with the contents of the most recent journal editions.

The Library Policy is regularly reviewed and implemented.

Internal Communication

This section is responsible for internal communication in GCIS Head Office, and the nine provincial offices, including the Parliamentary Office. It also promotes understanding of government's PoA by public servants.

* The Thusong Service Centres aim to extend government services to outlying areas where rural and underserviced communities live. Government's target is one Thusong Service Centre per local municipality by 2014.

Communication to staff
The Internal Communication section continued making optimum use of existing media to communicate organisational and government messages.

The *Did you Know*? messages are communicated in GCIS and shared with other government departments.

Production of an in-house newsletter and diaries
The section produced a monthly newsletter aimed at informing and updating staff on organisational and government programmes.

Besides reporting on events, the newsletter served to clarify policy issues and provide feedback on the position of the GCIS at given times.

To create a sense of belonging, pride and good understanding of the organisation among staff members, the section continued printing GCIS diaries. The GCIS diary sets out the organisation's vision and mission, its structure, and the actions that the various line functions perform.

Organisational climate study
To determine staff members' perceptions, the section facilitated an organisational climate study.

The study involved all GCIS employees and identified a number of areas for improvement.

Although efforts are being made to address issues immediately, some improvements will be implemented over a longer period.

Promotion of Access to Information Act, 2000 (Act 2 of 2000)
The *GCIS Manual* was updated and sent to the South African Human Rights Commission and the Department of Justice and Constitutional Development, as required in terms of the Act.

The manual, which can be found on the GCIS website *(www.gcis.gov.za)*, is available in English, Afrikaans, isiZulu and Setswana.

Information officers' contact details were updated for publication in the Telkom directories. This information was printed in over 5,7 million directories for use by the general public.

Coordination of social platforms
The celebration of national days gave staff the opportunity to observe and understand their significance. Other social events such as the monthly cake-and-tea and the year-end function were organised.

Exit interviews
In line with the Department of Public Service and Administration's directive, exit interviews were conducted with all departing staff. Refusals by staff were recorded.

Reports were communicated to relevant line managers and summary reports produced for GCIS management (Indibano and the GCIS Exco).

Intranet and MS SharePoint
The intranet was updated continuously to ensure staff had access to the latest information.

To make sure that colleagues from the provincial offices remain informed, the site includes reports on events organised within the organisation.

The section updates the MS SharePoint system on a regular basis.

Staff orientation
New staff members are taken on a walk-about and introduced to their colleagues on their first day at work. Organisational policies, procedures and best practices are shared with new staff members on their first day at work.

Within two weeks of joining the organisation, new staff members are introduced to the structure, vision and mission of the GCIS.

Internal Communicators' Forum (ICF)
The ICF gives internal communicators in the Public Service the opportunity to share ideas, best practices and lessons learnt.

A database listing the contact details of internal communicators in government is updated monthly.

The section is also responsible for updating the ICF's website, which was launched during the reporting period.

Human-Resource Development

Human-Resource Development is responsible for the training and development of all GCIS staff, including communication officers in other government departments. It is also responsible for the well-being of staff.

Bursaries

In the reporting period, 71 staff members received new bursaries. Of the bursaries, including existing ones, three were studying for doctorates, 22 for masters, 51 for BTech and 14 for honours degrees, while 26 were studying for diplomas, six for certificates, two for Matric certificates and 11 were attending Adult Basic Education and Training (Abet) programmes. Sixty-two of the bursars were male and 73 were female. Two of the bursars were white, two were Indians, 11 were coloured and 120 were african.

Qualification categories

Thirty-three bursars were enrolled for communication-related courses, 31 for public relations courses, two for Grade 12, 11 for Abet programmes, nine for finance and commerce-related courses, and 49 bursars were enrolled for courses other than those already mentioned.

Short courses

Some 732 short courses or skills programmes were attended by staff members in the year under review. The achievement of strategic objectives was affected by staff members not attending courses that were aligned to their identified Personal Development Plans.

Management development programme

Sixty-five staff members attended the following management courses offered by different institutions:

Management Advanced Programme	2
Programme for Management Development	1
Management Development Programme	1
Programme in Project Management	14
Advanced Project Management	1
Senior Management Programme	5
Executive Development Programme	5
Project Khaedu – SMS	7
Project Khaedu – MMS	29

Induction of new staff

Seventy-six new staff members were inducted into GCIS in the reporting period. New staff members employed in the provinces were inducted at their respective provincial offices.

Adult Basic Education and Training

In the reporting period, 11 general assistants registered for entrepreneurial/life skill programmes, ranging from dressmaking to carpentry and upholstery. All of them were completed successfully.

Learnerships

Of the 10 learners enrolled for National Qualifications Framework Level 4 Marketing and Communication learnerships, eight were deemed competent while two dropped out of the programme for personal reasons.

Internships

Of the 36 interns placed on an internship programme at Head Office and at the provincial offices, 21 were graduate interns and 15 were student interns. Twelve of the 16 interns who found employment joined the GCIS.

Training of government communication officers

Of the 41 communication officers from all spheres of government, including state-owned enterprises, registered for the five-week Professional Certificate in Government Communication and Marketing course, 35 passed. Five officers earned distinctions. The top five students were:

Name	Department	Mark
Surendri Chetty	GCIS	88%
Nomusa Keninda	Education – Mpumalanga	82%
Seipato Bodikologa	Defence	78%
Phillemon Makopo	South African Military Health Service	78%
Jasper Zwane	Education – Mpumalanga	77%

Employee Health and Wellness Programme

Wellness champions

As part of the EHWP, a wellness champion was identified in each provincial office and trained to facilitate wellness issues in those offices.

Blood-donor clinics

Every second month, the South African National Blood Services provided clinics where staff members could donate blood. Over 30 staff members participated.

Employee Health and Wellness Programme open days

During the reporting period, two health and wellness open days were held for the first time ever.

Counselling

In the reporting period, 22 staff members from Head Office and provincial offices were referred to psychologists for various psycho-social problems. Common reasons for referrals included trauma debriefing, family/relationship difficulties and work-related stress.

Work-stress massage programme
For a month, to reduce employees' stress levels and to boost morale, staff members could receive shiatsu massages. The programme drew an overwhelming response.

Bua Fela sessions
Service-providers spoke at seminars on various health-related topics.

Take a Girl Child to Work
On Take-a-Girl-Child-to-Work Day, the GCIS hosted 20 girls from Founders Community School in Pretoria and from Katlehong High School in Thokoza, respectively.

First-aid training
Sixteen first-aiders and 15 fire marshals received training.

Women's Day
During Women's Month, 48 staff members took an educational tour of Constitution Hill.

World AIDS Day
To mark World AIDS Day, as well as the 16 Days of Activism Campaign, an event was held at Head Office where a brief educational video was screened and representatives of various organisations spoke.

Provincial offices
General health screenings as well as talks on issues such as personal financial management and massages for stress relief took place at provincial offices.

Employees with disabilities
To sensitise staff to working with people with disabilities, three disability sensitisation workshops were held during the year under review.

For the first time, the GCIS took part in Take a Person with Disability to Work to give 14 people with disabilities an opportunity for workplace experiential learning or job shadowing at Head Office.

There were daily physiotherapy and counselling sessions for people with disabilities and other staff members.

When people with disabilities needed to go for medical check-ups, attend to work-related matters or when they suddenly fell ill, transport was arranged for them. Regular meetings were held with people with disabilities to discuss issues affecting them and their concerns.

During the reporting period, a variety of devices were bought for employees with disabilities to assist them.

Factors affecting the delivery of the programmes

Except for personnel and financial constraints, nothing hindered the expected delivery of services. Other minor factors are being addressed with assistance of the Chief Directorate: Corporate Services.

Legal Services

Legal Services is responsible for ensuring legal compliance with the Constitution and legislative prescripts in the domain of the Public Service. This includes the following:

Providing legal advisory services within the organisation

Legal Services is responsible for defending and instituting litigation for and on behalf of the GCIS.

During the reporting period, Legal Services provided a number of oral legal opinions and 20 written legal opinions on demand. Legal Services also provided advisory notes on a variety of issues.

Editing draft Bills in the Public Service and those relevant to Government Communications

Legal Services is instrumental in vetting or editing legislation piloted in the Public Service and in providing comments vital to the production of the appropriate statute books and constitutionally valid legislation.

Legal Services advises on steps that have been undertaken in relation to the Public Service Amendment Act, 2007 (Act 30 of 2007), and the draft regulations enacted in terms of that legislation.

Drafting, editing and vetting contracts/service level agreements, memoranda of understanding and implementation protocols

Legal Services has produced legally unassailable contracts and ensured that they pass the master of law. Thirty-six signed and five unsigned contracts were produced.

Legal Services has formulated guidelines for the handling of primary and secondary contracts.

A number of the implementation protocols in terms of the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005), to regulate the Thusong Service Centres' relationships have been produced.

Legal Services contributed to the Conflict of Interest Framework for the Department of Public Service and Administration.

Providing legal workshops

In the reporting period, Legal Services conducted workshops dealing with the topics of wills; the Promotion of Administrative Justice Act, 2000 (Act 3 of 2000); contracts; the Long-Term Insurance Ombudsman; the Short-Term Insurance Ombudsman; and the Banking Ombudsman.

CHIEF DIRECTORATE: INFORMATION MANAGEMENT AND TECHNOLOGY (IM&T)

The chief directorate is responsible for establishing and supporting IM&T systems within the GCIS and it supports GCIS in the efficient and effective use of ICT.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following subprogrammes:

- **Electronic Information Resources** is responsible for developing, maintaining and updating the South African Government Information, Services, GCIS and related websites
- **IT** maintains, supports and provides ICT for GCIS
- **Systems Development** is responsible for GCIS' in-house systems development, maintenance, support and training, and coordinating outsourced information systems' development projects.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

Electronic Information Resources

During the review period, improving the accessibility and comprehensiveness of government information on the South African Government Information and Services websites was ongoing.

Electronic Information Resources initiated a project to evaluate the usability of the Government Information and Services websites. The results will be used to plan further improvements to the websites.

Government Information website

The number of items posted on the Government Information website grew: 4 622 legislative and other documents and 6 358 speeches and statements by government officials were posted on the website (compared to 2 336 and 6 269 respectively in 2007/08), while 2 196 government and national events, special days, press conferences and conferences were announced (compared to 1 820 during 2007/08). Prominent postings included government's PoA, cluster reports, presidential izimbizo and Imbizo focus weeks, the SoNA in all official languages, parliamentary media briefings, the Budget speech and departmental and provincial budget votes. Usage statistics for the website increased from 17 564 339 page views in the previous reporting period to 20 849 744 in 2008/09.

Improvements in the content of the Government Information website included adding a new section for government programmes and initiating a project to improve the categorisation of information in the "Documents" section.

System improvements included implementing a solution for generating newsletters dynamically and a search solution for the "Documents" section. Electronic Information Resources also started developing a content management system for the website's "Speeches" section, which will be completed in the next financial year.

Government Services website

The 2008/09 review of information on the Government Services website was completed. Electronic Information Resources continued facilitating the review and translation of information provided by government departments and bodies, and uploading this information on the website. The content management system for the website was upgraded and a workshop conducted with departmental content managers to discuss issues of mutual concern. Usage statistics for the website totalled 4 786 955 page views (compared to 4 474 438 in 2007/08).

Government Communications' website

The GCIS website's content was reviewed and a project initiated to revamp the website's look and feel.

Other web-related activities

Support to other GCIS units included updating and improving the BuaNews website, publishing the *Vuk'uzenzele* website, launching the ICF and Government Communicators' Forum (GCF) websites and providing support for them as well as for the 2010 website.

Advice on web-related issues was provided to the departments of social development, arts and culture, justice, public enterprises, The Presidency, as well as some provincial departments.

Website content management training was given in North West as part of the Presidential National Commission's (PNC) Municipal Websites Project.

Information Technology

Support

In the electronic office, desktop and server environment, IT continued supporting all GCIS users and assisting with the procurement of IT equipment to ensure users' needs were met and that assets were replaced where necessary.

Technology Refresh Project

Together with the State IT Agency (Sita), IT revived network equipment at Head Office as part of the Technology Refresh Project, and started updating the virtual private network (VPN) servers.

Other activities

The Union Buildings' video conferencing facility was upgraded.

Access to transversal systems, network and Internet services were maintained with Sita's assistance.

Third-generation (3G) mobile connectivity with the VPN was extended to users and Thusong Service Centres requiring this service.

The network's bandwidth capacity was monitored and maintained, and for the purpose of systems development, the GCIS server's capacity was increased.

Network monitoring tools to better manage and monitor network activity were introduced.

Through Sita, software licence agreements with Microsoft, and for anti-virus and web-security software were maintained.

Systems Development

MS SharePoint

Systems Development implemented and enhanced the MsSharePoint server, which is GCIS' enterprise content management system (GCIS MS SharePoint). The GCIS File Plan was incorporated into the Document Centre component of GCIS MS SharePoint to improve document management and comply with National Archive requirements. Using this system, the leave application process was automated. The same will be done with the requisition process.

Wards Information Management System (WIMS)

The reporting functionality of the WIMS was improved, enhancing the project management reporting function and Monitoring and Evaluation module.

Other systems

Eight modules of the Enterprise Service Desk System (ESDS) were completed. The ESDS enables eight sections to manage queries and requests and monitor service levels when addressing requests.

The Project Management System (PIMS), Call Centre System, Service-Provider System expenditure report and *Vuk'uzenzele* Reader Relationship System were enhanced.

To identify new needs and opportunities and the relevance of existing systems, all GCIS' information systems were reviewed. The Corporate Identity (CI) Management System (CIMS) was implemented with Sita to ensure the consistent implementation of government's CI. Furthermore, the media and imbizo systems were improved.

CHIEF DIRECTORATE: PROJECT DESK

The Chief Directorate: Project Desk is responsible for the disciplined implementation of project management standards, processes, methodologies and coordination services to cross-cutting projects driven by the GCIS, and on behalf of other departments. It serves as a professional delivery mechanism for meeting government communication needs, by mobilising GCIS expertise and setting up project teams.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate's responsibilities and functions include:

- providing leadership and guidance in the development, implementation and monitoring of the Government Communication Programme's (GCP) portfolio of projects
- strengthening the project-management culture as an enhancer of performance
- consulting on project management within the GCIS
- managing the GCIS' collection of cross-cutting projects as one or more interrelated portfolios and serving as the source of all project activity and data
- facilitating governance of best practices for and adherence to project control and quality standards
- tracking project execution, issues and risks to ensure on-time and on-budget delivery.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

Coordinating the development, implementation and monitoring of the Government Communication Programme

The GCP was developed based on, and informed by, the SoNA, the Apex priorities and the PoA.

It was presented to all provincial offices (taking into account projects with provincial implementation implications) and to the GCF, which constitutes key stakeholders – the government communcators. At these forums, government communicators were invited to work closely with the GCIS in their communication programmes.

Project teams around the GCP were set up to attend to project requests from the various government departments. The implementation of the GCP was monitored through the submission of weekly reports by project leaders. Quarterly reports highlighting performance of the projects and campaigns, and issues requiring Exco or cluster supervisors' intervention were submitted to Exco and Indibano on a quarterly basis.

The implementation of the GCP progressed well throughout the year despite several challenges. In the first quarter of the 2008/09 financial year, 72% of the GCP was on track and 28% delayed. However, by the fourth quarter, 89% of the projects was on track.

During the financial year, the GCIS assisted departments with various communication aspects, including the development of communication strategies, key messages, media plans, media bulk buying, communication information, layout and design, photography, videography, etc.

The Project Desk coordinated crises communication campaigns in response to attacks on foreign nationals and the electricity emergency campaign, respectively.

Challenges hampering the implementation of the Government Communication Programme

Not all government departments approach the GCIS in time for assistance with their projects. This affects planning, as well as the allocation of resources to other projects.

A lack of adequate funding for implementing communication plans by departments hampers their implementation, even when the GCIS assistance was rendered on time.

Because some departments opt to outsource communication, some GCP projects are not implemented in conjunction with the GCIS. This results in department-driven campaigns that sometimes cross-cut other campaigns.

GOVERNMENT COMMUNICATIONS-LED PROJECTS

During the year under review, the GCIS coordinated 37 communication programmes emanating from government priorities outlined during the SoNA and detailed in the Apex priorities. Communication programmes were implemented within the following government communication clusters:

- Governance and Administration Cluster
- Economic, Investment and Employment Cluster
- International Relations, Peace and Security Cluster
- Justice, Crime Prevention and Peace Cluster
- Social Cluster
- transversal campaigns.

The Governance and Administration Cluster handled the following projects:

- Batho Pele
- Community Development Workers (CDWs)
- National Anti-Corruption
- Single Public Service
- Thusong Service Centres
- Bucket Eradication as part of the Five-Year Local Government Strategic Agenda
- Public Service ICF
- Attacks on Foreign Nationals.

Achievements
Clients received assistance in developing communication strategies and key messages for most of these projects.

Thusong Service Centre campaigns were implemented at the level of local government. The review of the Thusong Service Centre programme started in the last quarter of the year under review.

The Economic, Investment and Employment Cluster's projects were the:

- Mass Campaign on Economic Opportunities
- Accelerated Shared Growth Initiative of South Africa (AsgiSA), including the Joint Initiative for Priority Skills Acquisition (Jipsa)
- Energy Efficiency Campaign.

Achievements
Client departments received assistance in developing communication strategies and key messages for these projects. Television programmes on the Second Economy were developed, and produced by Kaelo World Wide Media.

Fourteen themed promotions were broadcast on SABC 1, 2 and 3.

Mass economic opportunities workshops were held countrywide through the GCIS' provincial offices.

The *AsgiSA Annual Report* was designed and edited.

The Save It! Energy Efficiency Campaign was launched in the final quarter of the financial year. MXit and the micro sites were developed and the schools activation programme (targeting 40 schools) conducted. Targeting teachers, a four-chapter training manual on energy efficiency was produced. Teachers were expected to be trained in partnership with Eskom. Television and radio advertisements were screened.

The International Relations, Peace and Security Cluster ran two projects:

- African Union/Southern African Development Community (SADC)/New Partnership for Africa's Development (Nepad)
- Economic Diplomacy and International Marketing.

Achievements
Clients were assisted in developing communication strategies and key messages for these projects.

Media coverage on international state visits was well communicated.

The Justice, Crime Prevention and Security (JCPS) Cluster's projects included:

- Truth and Reconciliation Commission (TRC)
- Partnerships and communication on fighting crime
- 365 Days Programme and National Plan on 16 Days of Activism for No Violence Against Women and Children
- Review of the Criminal Justice System
- The Victims' Charter (a media briefing and 36 campaigns were implemented).

Achievements

The tracing of TRC beneficiaries who had not received their reparations continued, particularly in KwaZulu-Natal. The GCIS assisted the Department of Justice and Constitutional Development in developing a comprehensive distribution plan for the volumes of the *TRC Report*.

An outdoor branding campaign was implemented targeting 169 priority crime areas countrywide.

Key messages were developed and an opinion piece compiled. To inform the media about government's efforts to fight crime, a media briefing was held after the visit by the directors-general of the JCPS Cluster to Komatipoort in Mpumalanga.

During the successful 16 Days of Activism for No Violence Against Women and Children Campaign, marketing, distribution and media strategies were developed and implemented. A multimedia campaign was also implemented. An exit report was compiled for the 16 Days of Activism for No Violence Against Women and Children Campaign and presented to the Champion of the campaign, the former Deputy Minister of Provincial and Local Government.

The Social Cluster had the following projects:

- Healthy Lifestyles, including Safer Holidays
- National Identity and Social Cohesion
- Early Childhood Development Programme and Adult Basic Education
- National Youth Development Programme
- Land Reform
- Comprehensive Plan for HIV/AIDS
- War on Poverty.

Achievements

Clients were assisted in developing communication strategies and key messages for these projects.

The Minister of Land Affairs launched the Land Rights Awareness Campaign, which was complemented by advertorials in newspapers.

The War on Poverty Campaign was launched in eight provinces.
Food-security outreach programmes were implemented at local government level.

Transversal campaigns

Transversal campaigns consist of those campaigns that are cross-cutting or interdepartmental:

- Izimbizo
- Marketing and Media Preparations for the 2009 Presidential Inauguration
- National Orders
- SoNA
- Voter Education Campaign, including Constitutional Literacy and Identity Campaign
- Commemorative Days and Anniversaries.

Achievements

Clients were assisted in developing communication strategies and key messages for these projects.

Presidential and ministerial izimbizo took place.

In the year under review, preparation started for the Presidential Inauguration in May 2009 and the SoNA in June 2009.

A comprehensive provincial programme of activities for the February 2009 SoNA was developed and implemented.

A communication protocol for the Voter Education Campaign was developed and implemented.

World AIDS Days, International Day of Disabled Persons, National Day for Reconciliation and Freedom Day were commemorated.

GOVERNMENT COMMUNICATIONS' INTERNAL PROJECTS

These projects included:

- Office Space
- Business Continuity Plan
- Enterprise Project Management Initiative
- Strategic Planning
- GCIS Budget Vote and Community Outreach Programme
- MsSharePoint
- File Plan.

Achievements

The GCIS and the Department of Public Works embarked on a process to build a head office block for the department. As required by the South African Heritage Resource Agency, a public notice was issued regarding the demolition of the Agrivaal Building in Hamilton Street, Arcadia, Pretoria. No public objections were received.

MS SharePoint was developed and is being implemented throughout the GCIS. IT champions were selected from all sections to roll out training.

The organisation's corporate strategy is currently being reviewed in line with the overall organisational review.

Implementing focused project management training initiatives for GCIS staff

Project leaders were taught facilitation skills to enable them to facilitate project meetings.

Annually, the GCIS provides communication strategy development to HoCs; however, due to an organisational review, the Communication Strategy Development Training Tender, initiated in August 2008, was cancelled. Future training initiatives and a qualification in Government Communication is being investigated by the GCIS.

To enhance leaders' project management skills, Community of Practice meetings were held with project leaders to share knowledge and information on different subject areas, including leadership project case studies. Project management theory and MS Project training was provided to interns and staff.

Project management training was extended to the Department of Provincial and Local Government and The Presidency's communication teams at their request.

Offering professional project management and coordination services to all GCIS project teams, supervisors and leaders

With an external consultant's assistance, the project management system and practice in GCIS were reviewed in the reporting period, and staff and unions were consulted on the findings and recommendations.

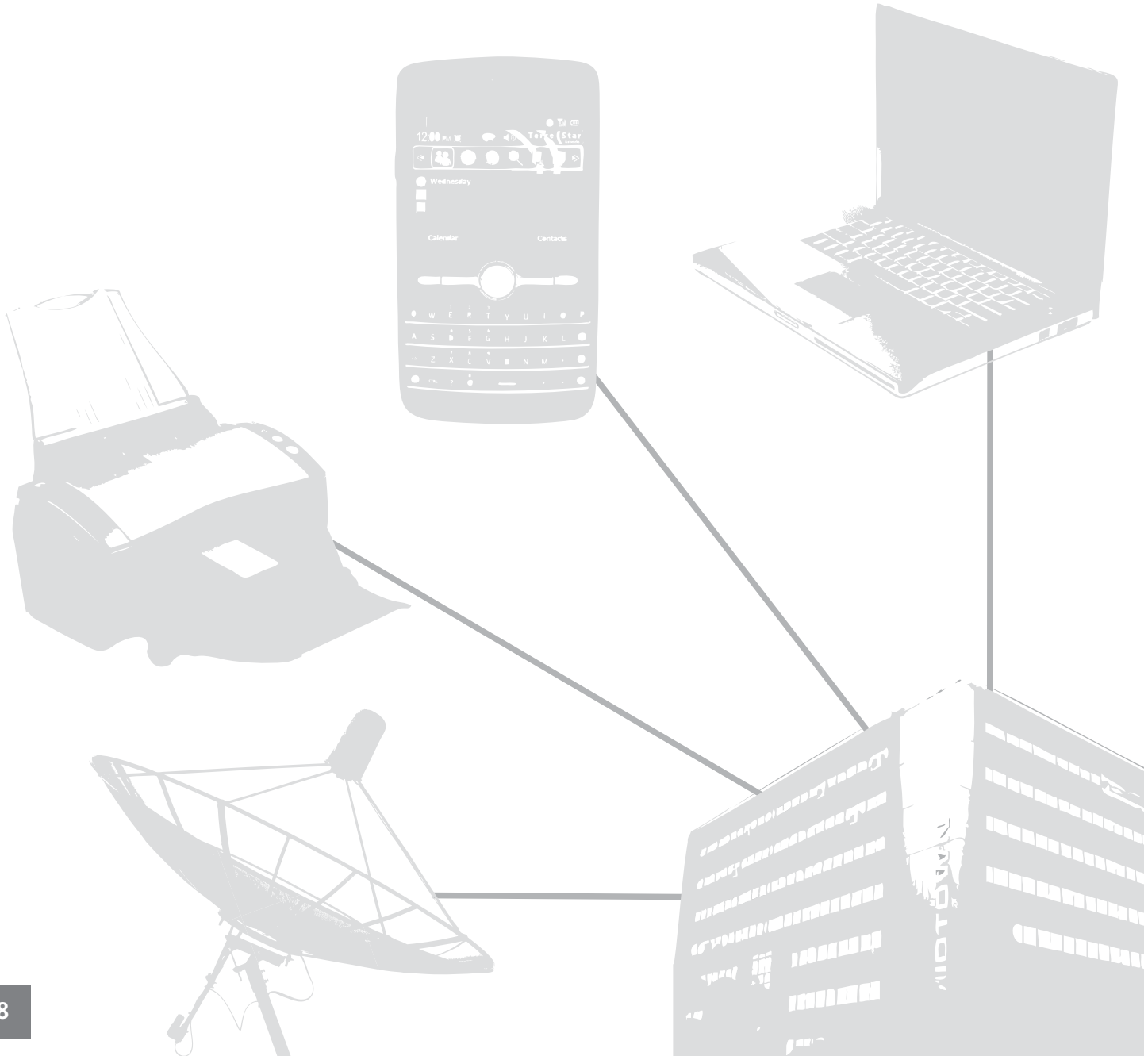
Following the project management review, an implementation plan was developed. The project aims to ensure that the GCIS implements and adheres to project management best practice at all times and that the project management culture in GCIS is strengthened.

Taking into account the revised project management procedures, two projects were successfully piloted. Project Desk is responsible for the coordination of the project plan for the organisational review.

Efficiently and effectively handling, processing and/or referring all requests received by the Deputy Chief Executive Officer: Centralised Services

Within 24 hours of receiving them, requests from client departments were logged and confirmations of receipt sent. Clients received feedback on their requests. Meetings to scope requests were arranged, or requests referred to appropriate units or departments, and the client department informed accordingly and timeously.

Implementation of the newly developed protocol on handling ad hoc requests started during the review period.



CHIEF DIRECTORATE: 2010 COMMUNICATION PROJECT MANAGEMENT UNIT

The chief directorate is responsible for coordinating government's 2010 FIFA Soccer World Cup™ communication projects and those of the 2010 National Communication Partnership (NCP), which is a voluntary partnership of public and private-sector communicators in South Africa and Africa.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The 2010 World Cup was identified as a "communication opportunity of a lifetime" for the country. Establishing the 2010 Communication Project Management Unit within the GCIS was an effort to ensure that government implements effective communication initiatives towards hosting the World Cup.

The unit's purpose is to:

- ensure integration of communication activities through the Government Communicators 2010 Core Team and the 2010 NCP
- implement communication projects related to government's 2010 World Cup commitments and/or guarantees and working closely with the 2010 Organising Committee (OC) of South Africa and relevant government agencies
- coordinate the implementation of special communication projects aimed at achieving the objectives of government's 2010 Communication Strategic Framework.

Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
Convening 2010 government communication forums.	Meetings of the Technical Coordination Committee and of the Marketing and Communication Cluster.	Meetings convened.	Four meetings annually.	Three meetings were convened. Unavailability of communicators made it impossible to convene meetings as per the set target.
	Meetings of 2010 Intergovernmental Forum.	Meetings convened.	Two meetings annually.	An Intergovernmental Forum was convened on 9 October 2008. Unavailability of communicators made it impossible to convene four as per the set target.
Providing guidance to government departments in their 2010 communication plans in line with the 2010 National Communication Framework.	Meet with government departments to align their communication plans to government's 2010 vision.	Meetings with the departments of foreign affairs; trade and industry; education; arts and culture; and environmental affairs and tourism and Sport and Recreation South Africa.	Six meetings annually.	Met with communicators from the departments of health; arts and culture; provincial and local government; environmental affairs and tourism; transport; foreign affairs; home affairs; trade and industry and Sport and Recreation South Africa and the South African Police Service. The CEO made a presentation at the European Heads of Mission Conference in Vienna, Austria, on 13 April 2008.
Providing guidance and support to provinces and local government.	Interactions with provinces and host city.	Interaction took place.	Nine meetings annually.	Made presentations on government's 2010 communication plans at the National Provincial Communicators' Forum of the Department of Provincial and Local Government on 18 November 2008; Department of Social Development's National Communicators' Forum on 19 March 2009; the GCF on 12 August 2008; and the Provincial HoC Meeting on 20 May 2008.

Subprogramme	Output	Measure/Indicator	Target	Actual performance
				The unit interacts with host city communicators through the Cox's marketing and communication forums and the 2010 Intergovernmental Forum, hence no meetings with host city communicators were convened.
Providing a secretariat for the 2010 NCP of public, private and civil-society communicators.	Convene task team meetings.	Meetings convened.	Six meetings.	Nine task team meetings were convened, except in July when the NCP Conference was hosted. The NCP Conference was held on 29 and 30 July 2008.
	Convene core group meetings.	Meetings convened.	Two meetings.	The core group meetings have been replaced by cluster meetings convened by champions.
	Convene cluster meetings and support cluster activities.	Meetings convened.	Dependent on the needs of the cluster as determined by cluster champions.	Support was provided for the 2010 NCP Tourism and Arts and Culture clusters. Approximately nine meetings were convened.
	Newsletter on partnership activities.	Newsletter produced and distributed.	Quarterly.	An electronic 2010 Desktop Communicator substituted the newsletter, as it provides integrated daily updates, thanks to feeds from various 2010 stakeholders. This communication tool was unveiled at the 2010 NCP Annual Conference in July 2008 where delegates received discs from which to download the link to their computers.
Communicating 2010 to other African communicators.	Engagements via continental or SADC events and/or through partners' events.	Programme of action and reports developed.	Participation in at least two African events, two events by partners and one own-initiated event.	The chairperson of the 2010 NCP did a presentation at the 2008 MTN Group Corporate Affairs Forum, held in Cape Town on 12 September 2008. Participation in African events depends on invitations from counterparts or opportunities being available. Budget constraints affect the hosting of a self-initiated event as the unit relies on collaboration with key stakeholders.

Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
	Convene Partnership Conference Steering Committee.	Meetings convened.	Five meetings.	Six steering committee meetings were convened mainly to conceptualise the NCP's Annual Conference. The seventh meeting is usually replaced by a dinner, one day prior to the conference, where key speakers address the gathering.
	Assist in strategy development and implementation of the 2010 NCP Annual Conference.	Conference convened.	Annual.	A conference strategy was developed and objectives met, as attendees shared a common view that large-scale and carefully planned and executed campaigns ought to be implemented to prepare citizens to play their role in making the 2010 World Cup a success.
Coordinating and collaborating with the OC.	Provide strategic communication support to the OC for major 2010 events.	Scope briefs and exit reports.	Participation in two events and as per request.	Provided support through the provision of personnel and marketing material for a 2010 World Cup marketing event that was hosted in Vienna, Austria, on 24 June 2008 and in Japan. Managed media with FIFA and OC for FIFA President Sepp Blatter's engagement with the President.
Developing and implementing GCIS communication projects for the 2010 World Cup.	Mass publication.	Content in *Vuk'uzenzele*.	Twice per year.	2010 World Cup feature stories were covered in all six issues of *Vuk'uzenzele* magazine in 2008.
	Events and promotions.	Scope briefs and exit reports.	Two a year.	Collaborated with Sport and Recreation South Africa for 2010 mass mobilisation roadshows on 29 January 2009, and 27 and 28 February 2009. Provided communication support.

Subprogramme	Output	Measure/Indicator	Target	Actual performance
	Events and promotions.	Scope briefs and exit reports.	Two a year.	Distributed 500 000 leaflets on government preparations for the 2010 World Cup and FIFA Confederations Cup match schedule, and team profiles, from 2 to 11 January 2009 via selected toll-road gates. It was implemented as part of the 2010 Domestic Mobilisation initiative of the 2010 NCP. A 60-second advertisement promoting government preparations for the 2010 World Cup was produced and screened on South African Post Office television. Promotional events took place in Beijing.
	Booklet – overview of government programmes for the 2010 World Cup.	Booklet produced.	Update twice a year.	Produced twice and distributed to embassies, stakeholders and intermediaries. More than 50 000 copies were printed. Also produced 10 000 fact sheets in a pouch; distribution is ongoing (through targeted events).
	2010 FIFA World Cup™ government website.	Update produced.	One item of content fortnightly.	Sourcing and writing news stories, static information and features content was done daily. The website has improved significantly. More than 250 000 hits had been reached by the end of March 2009. Social marketing was done using various platforms such as Facebook, Twitter, Google news and Amatumu. Photo gallery and special FIFA Confederations Cup page were added.
	Translation of website core into Spanish, French, German, Portuguese, Arabic and Chinese.	Core content translated.	10 000 words per language translated.	Some of the core content was translated into Spanish, French, German, Portuguese, Arabic and Chinese. The unit issued a tender for more content to be translated, before the website goes live.

Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
	Extension of website for foreign languages, website technical development, maintenance and design support.	Live websites for six languages.	Foreign sites launched by December 2008.	The service-provider designed and developed the multilingual translation content-management system. However, the websites cannot go live until the content in the identified foreign languages has been translated.
	Media briefings by ministers and senior officials.	Briefings held.	Four briefings.	Six media briefings were convened.
	Produce high-definition broadcast content on developments for 2010 for distribution and archives.	Broadcast (radio and television) content produced.	Six packages.	Five content packages were developed for broadcast (comprised a packaged video and print script, web or print story, photographs, raw archival footage and a generic television advertisement). Content covered various aspects of the 2010 World Cup preparations, namely infrastructure, ticketing, volunteers and greening. The service-provider commenced duties in February 2009 and strategic planning was convened on 10 February before the commencement of content production, hence only five packages were produced.
Analysing and researching 2010 in the communication environment.	International research into public opinion on South Africa and Africa in the context of the 2010 FIFA World Cup™.	Delivery of data.	Biannual.	Data delivered and used to inform communication across partners, South African Tourism, 2010 NCP, OC and the IMC.

Subprogramme	Output	Measure/Indicator	Target	Actual performance
	Research in South Africa into public opinion on the hosting of the 2010 World Cup, using existing GCIS research instruments.	Delivery of data.	Two sets of data.	Data delivered and used to inform communication. Research was shared with the 2010 Inter-Ministerial Committee on 10 December 2008. Ongoing sharing of research reports with SA Tourism, the IMC and other key stakeholders.
	Qualitative analysis of local and international media.	Reports compiled.	Fortnightly.	Media analysis delivered on deadline and distributed to stakeholders.
	Analysis of media for major events.	Reports compiled.	Report for two events.	Special analysis took place for selected media briefings.
	Quantitative analysis of local and international media trends via service-provider.	Delivery of data.	Six reports.	Data delivered and used to inform communication. Six reports received.

CHIEF DIRECTORATE: CHIEF FINANCIAL OFFICER

The chief directorate provides overall financial management, supply chain management and auxiliary services to the department. It oversees the implementation of the Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), the Preferential Procurement Policy Framework Act (PPPFA), 2000 (Act 5 of 2000), the Occupational Health and Safety Act (OHSA), 1993 (Act 85 of 1993), and the Management Information Security Standards (MISS). The chief directorate assists and guides top management on issues such as budget planning and management, financial management and administration, supply chain management and contracts, as well as auxiliary services, including security.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

Directorate: Finance

The Directorate: Finance is responsible for financial year closing and drafting of the annual financial statements. It consists of the following subdirectorates:

- **Financial Administration** is responsible for salaries, bookkeeping, subsistence and travel, transport, petty cash, departmental projects, and the switchboard.
- **Budget Office** is responsible for budget management and planning, which includes the Medium Term Expenditure Framework (MTEF), Estimates of National Expenditure (ENE), monthly projections, virements, Adjustments Estimates, expenditure control and monitoring, as well as arranging of the monthly Budget Committee and annual Budget Lekgotla.

Directorate: Supply Chain Management and Auxiliary Services

The directorate is responsible for ensuring effective and efficient acquisition of goods and services, management of assets, the warehouse, security services, registry and the general maintenance of the building.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

Directorate: Finance

All budget submissions, such as monthly projections, the MTEF, ENE and Adjustment Estimates, were submitted on or before due dates, as required.

Monthly expenditure was monitored and controlled through monthly projection input from programme and responsibility managers and the consolidation thereof, as well as 13 Budget Committee meetings chaired by the Accounting Officer.

Balances of assets and liabilities (suspense accounts) were monitored and controlled through 16 Financial Control Forum meetings.

Monitoring and control of other activities include: Basic Accounting System (BAS)/Personnel Salary System (Persal) reconciliation, monthly and annual tax reconciliations and the submission thereof to the South African Revenue Service (Sars) by due dates, reconciliation of departmental projects regarding communication issues on behalf of other departments as well as Theft and Losses Committee meetings.

Four provincial offices were visited to verify and monitor that effective control measures were properly adhered to in respect of financial management. Reports were provided to the management of the provincial offices and corrective measures implemented where necessary.

The directorate continued ensuring that the department fully complies with the PFMA, 1999, Treasury Regulations and departmental financial policies. That there were effective financial controls can be attested to by the last unqualified *Audit Report* for the 2007/08 financial year.

Directorate: Supply Chain Management and Auxiliary Services

In pursuit of timely service delivery with procurement and the payment of service-providers, the division continued improving its performance. The unit developed a system for quarterly monitoring of procurement trends regarding, among other things, Black Economic Empowerment; small, medium and micro-enterprises; and women-owned companies, using an expenditure control programme.

Methods were developed for improving communication between the division and its clients concerning the status and progress of procurement and payments. Departmental assets are also accounted for.

The strategy of getting quarterly reports from provincial offices proved so successful that it was expanded to all directorates within the department.

Systems were put in place to ensure that the department fully adheres to government's call for the saving of energy.

The directorate also continues to ensure that the department complies with the relevant government prescripts.

CHIEF DIRECTORATE: INTERNAL AUDIT

Internal Audit is an independent and objective assurance and consulting activity designed to add value and improve GCIS' operations. It helps the GCIS accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following subprogrammes:

- **Risk Management and Governance** is responsible for providing advisory services to senior management in institutionalising a culture of risk management in terms of:
  - capacity-building in the area of risk management and governance
  - tools and techniques for managing the risk management process cycle
  - raising awareness among senior managers and staff about the importance of risk management and its role in strategic and operations management
  - setting up governance structures such as the Internal Audit Committee and Audit and Risk Committee to provide oversight support to senior management concerning the adequacy and effectiveness of risk management, governance and control.
- **Information Systems Audit** audits all ICTs within the GCIS.
- **General Internal Audit Services** is responsible for all audits other than information systems, which include, among other things, financial, compliance and performance information audits.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

Consulting services

Risk-management facilitation

During the year under review, the risk registers were updated to reflect current and emerging risks facing the GCIS. Risk mitigation plans to manage high priority risks were developed and monitored through the subcommittees of the GCIS Executive Committee – the Internal Audit and Audit and Risk committees.

Efforts to raise awareness among staff were ongoing so that they would remain aware of risks facing their relevant programmes and ways to mitigate those risks.

The bimonthly Internal Audit Committee and quarterly Audit and Risk Committee meetings that took place were coordinated and given secretarial support.

There were six Internal Audit Committee and four quarterly Audit Committee meetings that looked at matters such as risk management, control and governance.

Secretariat support was given to the MDDA Audit Committee, which is one of GCIS' public entities.

Advisory services were provided to various system development projects, as well as other GCIS projects and transversal campaigns as and when requests for such services arose.

Assurance services

Information Systems Audit

The unit played a key role in reviewing the GCIS' IT audit systems, including following up on issues raised by the Auditor-General in previous audit reports. Progress was made in addressing all pertinent audit issues, particularly those relating to the transversal accounting systems, namely the BAS, Persal and Logistical Information System (Logis).

There was progress in addressing audit issues relating to the Disaster Recovery, Network Administration and User Account Management systems.

Almost all audit projects had been completed by the end of the reporting period.

Some projects had not been completed because management had asked for time to implement and address some issues raised in the previous audit report, including the Auditor-General's *Audit Report*.

General Internal Audit

General Internal Audit provides assurance services to GCIS through, among other things, financial, compliance and performance information audits. Almost all the audit projects at Head Office and in the provincial offices had been completed by the end of the reporting period.

AIM

Policy and Research conducts research to assess the how government informs the public's communication needs and monitors media coverage of government programmes from a communication perspective.

Measurable objectives

Inform government's communication strategy and communication decisions by analysing the communication environment weekly, monthly and quarterly, and by doing quarterly research into the public's communication needs.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following subprogrammes:

- **Policy and Media Analysis** monitors and analyses how the media interprets government policies and programmes. Having managed the process towards establishing the MDDA, it gives the agency institutional support.
- **Research** assesses the information and communication needs of government and the public.
- **Second-Economy Communication** manages communication aimed at popularising economic opportunities created by government.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

Two ongoing, countrywide quantitative and qualitative research projects assist government in keeping track of the public's information needs and perceptions on government communication. Six national government departments bought into the tracking research project. Twenty-three research projects were conducted to enhance the effectiveness of various government communication products and initiatives, such as izimbizo, the 2010 Soccer World Cup, social cohesion and communication regarding the SoNA.

The government-wide communication system was reviewed to identify successes and critical areas needing strengthening to ensure that the system is effective in strategising and leading coherent government communication.

At the request of other role-players in government, ad hoc projects were undertaken, and communication research advice and support provided.

Research findings and reports are acquired from external sources in the private and public sectors to support the primary research done in-house.

Daily and weekly analyses of the communication environment are conducted to assist the Exco in making decisions about communication imperatives.

In November 2008, a media production company was appointed to produce and broadcast a television series dealing with second-economy opportunities. During seven episodes, 14 stories were told. They were broadcast on national television from 1 December 2008 to 13 January 2009 every Monday at 18:00, with repeat broadcasts on Tuesdays. This project was expanded to include internal communication channels, and radio shows on Ukhozi FM, Metsweding FM, Thobela FM and Lesedi FM.



Actual performance against targets				
Subprogramme	**Output**	**Measure/Indicator**	**Target**	**Actual performance**
Management.	Strategic leadership and integrating the work of the subprogrammes; and liaising with other departments and The Presidency.	Regular and good-quality output.	Timely and good-quality work as required and according to the annual cycle of governance.	Integrated functioning of subprogrammes achieved. All major projects delivered on time.
Policy and Media Analysis.	Reporting on and analysing communication coverage of government policies from a communication perspective.	Effectiveness of analyses.	Weekly and quarterly reports.	Ongoing reports to support Exco in dealing with communication issues.
Research.	Research and information gathering to enhance effective government communication.	Effectiveness of research initiatives' contribution to government communication.	Monthly and quarterly reports. Regular advice and products in response to requests and needs.	All research projects were successfully completed and research findings presented.
Second-Economy Communication.	Communicating information aimed at popularising economic opportunities created by government.	Information on mass economic opportunities available to targeted beneficiaries.	Regular and relevant information when required by the public.	TV series completed. Research report completed and submitted to GCIS. Booklets distributed and workshops held.
Reasons for major variances: None				

AIM

Government and Media Liaison coordinates effective, integrated and comprehensive communication and media liaison services across government.

Measurable objectives

- Manage communication activities across government by convening three GCF meetings a year.
- Ensure consistent media reporting on the work of government by providing communication and media liaison support to government departments, by meeting with departments and convening communication forums, and liaising with parliamentary correspondents.
- Improve cooperation and good working relations between government and the media by convening at least one high-level meeting a year between Cabinet and private media editors.
- Effectively communicate government's PoA by producing three daily news articles and one weekly feature article for the media.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following subprogrammes:

- **National Liaison** coordinates the development of a communication strategy and submissions across government.
- **International and Media Liaison** is responsible for ongoing media liaison services and coordinates external communication and marketing programmes in collaboration with national departments and other stakeholders. The subprogramme is also responsible for coordinating international visits, including non-media visits.
- **News Services** provides government- and development-related news and information to community media and national and international mainstream media.
- **Parliamentary Liaison** provides strategic communication support to government departments and is responsible for liaison with parliamentary correspondents.
- The **Communication Centre** is responsible for monitoring the national, international, electronic and print media to provide government with information on media coverage that is relevant to its various line functions.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

Post-Cabinet, PoA and directors-general media briefings provide the media with opportunities to gain information about government programmes and to interact with ministers and directors-general.

PROGRAMME 3: GOVERNMENT AND MEDIA LIAISON

In 2008/09, Government and Media Liaison provided media services for major government events such as the SoNA and the swearing in of former President Kgalema Motlanthe, as well as cooperating with Parliament during the Inter-Parliamentary Press Union.

Government and Media Liaison introduced new measures to improve the flow of information to the media. These included producing transcripts of all post-Cabinet briefings and crucial briefings on policy by ministers and clusters, and introducing the use of bulk desktop-to-cellphone and cellphone-to-cellphone SMSes. This enabled the GCIS to effectively and speedily inform media of any key government announcements and information.

Government and Media Liaison recorded all briefings held at the Imbizo Media Centre and Union Buildings Media Centre. These were provided to the media on request to help avoid the misrepresentation of issues in the media and ensure wider distribution of government messages. The success of the transcripts was such that international media used them to cover news stories in South Africa effectively.

The Information Resource Centre in Parliament provided members of Parliament (MPs) with government information. Publications distributed included the *South Africa Yearbook*, *Towards a Fifteen-Year Review*, *Development Indicators 2008*, *Vuk'uzenzele* magazine and *An Overview of the State of Nation 15 Years Later* (on DVD). In addition, government information was forwarded to the constituency offices of members of Parliament for distribution in their communities.

Revamping the BuaNews website to bring it in line with current trends resulted in more visits to the site. New features were added and the navigation improved to make the site more user-friendly. The content was updated more regularly than in the past, with content being uploaded as soon as it had been edited. The number of hits increased to around 350 000 a month.

Community and some national media continued using content from BuaNews. International media made dramatically greater use of BuaNews, with stories being used in, among other countries, the United States of America, the United Kingdom, the Middle East, South East Asia, India and Pakistan. The production of feature articles by BuaNews improved tremendously. An average of three to four feature articles were written weekly, with the mainstream media gradually picking up on the content being produced.

Government and Media Liaison worked with communicators on the communication cycle and departments' submission of communication strategy programmes to the GCIS. All clusters finalised their communication programmes, which the directors-general clusters approved. The Communication Cluster met regularly to review communication efforts and improve the communication environment.

PROGRAMME 3: GOVERNMENT AND MEDIA LIAISON

As part of the Content Hub and other projects, Government and Media Liaison contributed to the generation of key messages and articles. Forums met regularly to ensure the GCIS' ability to advise and guide communicators on matters such as the communication planning meetings between the CEO and ministerial liaison officers (MLOs) (that were held regularly to assess the communication environment and reach agreement on actions to be taken).



Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
National Liaison.	Managing communicators' coordinating structures.	Communicators' forums meet regularly.	Three GCF meetings a year. Three MLO Forum meetings a year. Three provincial HoC meetings with GCIS Exco. Monthly meetings of communication clusters. Pre-Cabinet meetings a week before scheduled Cabinet meetings.	Government forums met three times in 2008/09. Two MLO forums took place in 2008/09. One other meeting was cancelled due to the unavailability of role-players. Two meetings were held with provincial communicators; one meeting was cancelled. Cluster meetings were held as planned even though some could not be held as planned due to the unavailability of key departments. Pre-Cabinet meetings took place as planned, but were changed and made part of Exco's communication environment discussion.
	Facilitating strategy development.	Cluster communication strategies approved by Cabinet.	Cabinet's adoption of strategies in April 2008.	All communication clusters developed their communication programmes, which were approved by the directors-general clusters.
		Government Communicator's Handbook.	*Government Communicators' Handbook* is released and distributed every two years.	Research was conducted among users of the handbook to find out if they were still satisfied with the content of the publication and for them to suggest improvements, if any. Many of the recommendations from the research were implemented in preparation for the printing of a new edition of the handbook in 2009/10.
		Bua magazine.	Four electronic issues of *Bua magazine* a year.	Three editions of the magazine were produced. The fourth edition was postponed till after the inauguration of the new President and the SoNA.

Subprogramme	Output	Measure/Indicator	Target	Actual performance
International and Media Liaison.	Ongoing media liaison.	Better and more informed media reporting on the work of government.	Media briefings after SoNA. Four cluster media briefings on the PoA. Post mid-year Cabinet Lekgotla briefing.	Media briefings were held successfully after the SoNA as planned. The PoA media briefings took place throughout the year after every reporting cycle to Cabinet. The President briefed the media following the mid-year Cabinet Lekgotla. Fifteen Cabinet media briefings were held.
	Maintaining good relations with the media.	Better cooperation and improved relations.	One meeting between government and editors. Four media-networking sessions.	There were two meetings between the President and editors instead of just one. Two of the four media networking sessions were held; the others could not take place due to unavailability of the media.
News Service.	Producing and distributing government and development news.	News and feature articles produced daily and used by media.	Three daily news editions and a weekly feature article.	Three news editions were produced daily, with the online website updated throughout the day as soon as stories broke or had been written. More editions were sent out if necessary e.g. for the Budget speech and SoNA. On average, three to four feature articles were written weekly, which was a great improvement and exceeded the target.
Parliamentary Office.	Communication and media liaison support to government departments in Parliament.	Successful media events held.	Cluster media briefings following the SoNA. Budget Vote briefings. Four cluster media briefings a year. Post-Cabinet media briefings. Providing information as required by the media.	Coordinated four cluster briefings, directors-general cluster briefings; 15 post-Cabinet briefings, Budget Vote briefings by directors-general and ministers; the Medium Term Budget Policy Statement (MTBPS) and Budget Vote lock-ups.
	Information service to MPs and the public.	Legislators being informed and the public being kept informed of government's PoA.	Open days for the public and attending to walk-in members of the public.	The information packs distributed bimonthly to MPs during the reporting period included seven editions of *Vuk'uzenzele*.

Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
				Other documents that were distributed to MPs were the *South Africa Yearbook, Imbizo Junction, Towards a Fifteen-Year Review, Development Indicators 2008, PoA, Pocket Guide to South Africa* and *Review/DVD* of South Africa. Couriered 23 040 publications to constituency offices. Distributed 53 000 publications to the general public. Received 6 000 enquiries (walk-in, telephonic and e-mails).
	Maintaining good relations with the Parliamentary Press Gallery Association (PGA) and local media.	Better coordination and improved relations.	Three media-networking sessions with the PGA.	There were three networking sessions with the media. The desktop-to-cellphone SMS information dissemination service became firmly established. Regular meetings were held with the PGA's executive to ensure the media's needs were met during major events.
	Strengthening partnership with Parliament.	Coordination of media opportunities at Parliament.	Regular meetings with Parliament's media team.	Met biweekly with Parliamentary counterparts and provided media liaison services for SoNA and during major events at Parliament. Also played a supporting role during the SoNA and the swearing-in of Mr Kgalema Motlanthe as President.
Communication Centre.	Producing/distributing press clippings. Electronic media monitoring.	Timely dissemination of products and reports to various clients.	Daily dissemination to government departments and South African missions abroad.	The clippings were released daily as planned and three editions of electronic monitoring reports were released daily.
Reasons for major variances: See details set out under "Actual performance"				

PROGRAMME 4: PROVINCIAL COORDINATION AND PROGRAMME SUPPORT (PROVINCIAL AND LOCAL LIAISON)

AIM

Provincial and Local Liaison aims to promote development communication, strengthen the government communication and information system in all spheres of government and facilitate the establishment of Thusong Service Centres to make services and information more accessible to the public, especially in disadvantaged communities.

Measurable objectives

- Address the communication and information needs of communities through monthly ward liaison, information sessions and communication projects.
- Improve access to government services and information by:
  - implementing a clean-up of the first-generation Thusong Service Centres to address identified service-delivery issues by the end of the 2010/11 reporting period
  - facilitating the establishment and roll-out of 20 second-generation Thusong Service Centres a year, in line with provincial business plans
  - sustaining and expanding the existing 2 000 distribution points by 5% a year.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The programme has the following subprogrammes:

- **Provincial Coordination** manages and coordinates partnerships and stakeholders in support of provincial directorates, provides strategic guidance and lends support to provincial offices to strengthen the government communication system, both provincially and locally.
- **Provincial Liaison** is responsible for government information centres and communication partnerships in municipalities, implementing local communication and information campaigns aligned to the GCP, supporting and strengthening local communication partnerships and the distribution of government information material. Provincial Liaison is also responsible for facilitating the roll-out and management of Thusong Service Centres.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

Thusong Service Centres

During 2008/09, 15 new Thusong Service Centres were established, bringing the total number of operational centres to 137 countrywide by the end of March 2009. The annual target of 20 centres was not met due to delays in construction.

Typically, the departments of home affairs, labour, social development, health, and GCIS, as well as the South African Social Security Agency, provide services at Thusong Service Centres. The centres also house telecentres, the South African Post Office (Sapo), libraries, agricultural extension offices, municipal services and community development workers (CDWs).

PROGRAMME 4: PROVINCIAL COORDINATION AND PROGRAMME SUPPORT (PROVINCIAL AND LOCAL LIAISON)

In the year under review, the roll-out of the so-called ICT Blueprint, spearheaded by the Department of Public Service and Administration (DPSA), through Sita, gave 40 centres Internet connectivity. This was a major development, because a lack of connectivity has consistently prevented the centres from becoming the fully fledged access points envisaged by government. For example, the lack of connectivity has prevented departments from providing online services at the centres. This in itself has hampered the sustainability and effectiveness of the centres.

In partnership with the DPSA, the GCIS assessed 67 centres with a view to installing general service counters (GSCs) as frontline access points for assisting members of the public in the next financial year. Through a partnership with the Umsobomvu Youth Fund (UYF), 145 learners are in the final stage of being deployed to GSCs.

A milestone during the reporting period was the sod-turning of the Thusong Service Centre in Potchefstroom, Tlokwe Municipality, North West. Sapo is funding the construction of the centre. To achieve the target of one centre in each of the 283 municipalities by 2014, additional centres are likely to be constructed according to this model of partnership.

The ninth annual assessment workshop of the Thusong Service Centre programme was held with stakeholders from national, provincial and local spheres. It recorded significant progress countrywide in cleaning up the first-generation centres so that they meet required minimum operational standards. The workshop recommended that a comprehensive review of the programme – which was entering its 10th year – was required. This was endorsed by the Governance and Administration Cluster with financial and technical support from the DPSA and National Treasury's Technical Assistance Unit.

Training sessions in Mpumalanga, KwaZulu-Natal and the Western Cape extended the centres' capacity-building process.

A total of 1 387 new distribution points were established in various district municipalities.

Training

Provincial and Local Liaison staff members received training in development communication, presentation skills and public speaking. Most Provincial and Local Liaison staff members received training in accordance with their personal development plans. Staff members who manage information resource centres in GCIS' provincial offices received training in knowledge and information management.

Communication at local government level

During the review period, the system of communication at local government level was implemented provincially and locally. Oversight and monitoring were handled at national

level, with a national intergovernmental communication workshop and the submission of monthly reports.

The 37 district communication forums (DCFs) coordinate local, provincial and national government communication activities and drive focused local communication campaigns. The DCFs have played a meaningful role in the War On Poverty Campaign and local campaigns tackling cholera, xenophobia and municipal protests.



PROGRAMME 4: PROVINCIAL COORDINATION AND PROGRAMME SUPPORT (PROVINCIAL AND LOCAL LIAISON)

Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
Management.	Strategic leadership and communication partnerships.	Regular meetings and support for the chief directorate.	Bimonthly.	Three quarterly branch review meetings. twelve post-Exco meetings were held. One strategic planning session for the branch was held. A total of 16 programme management meetings were held with provincial directors.
	Strategic leadership in managing the business plan for the establishment and roll-out of second-generation Thusong Service Centres.	Implementation of the second-generation business plan. Launching Thusong Service Centres.	One Thusong Service Centre in each of the 283 municipalities by 2014. Twenty centres established by March 2009 to bring the total to 137.	By the end of the reporting period, 15 centres had been established, bringing the total number of operational centres to 137. Because it did not meet minimum standards of service, the centre in Kgolomodumo, Limpopo, was delisted.
Provincial Coordination.	Support services.	According to Provincial and Local Liaison systems.	Monthly directorate meetings.	Six meetings and one strategic planning session were held.
	Coordinating capacity-building.	Training for provincial directorates.	March 2009.	Training in MS SharePoint and WIMS training for provincial champions. Senior communication officers (SCOs) and administration officers received annual training. Provincial Information Resource Centre champions received training in information and knowledge management.
	Support national Thusong Service Centre processes.	According to standards set out in the business plan for second-generation centres.	Three meetings of the National Inter-Sectoral Steering Committee (NISSC).	Three NISSC meetings were held.

Subprogramme	Output	Measure/Indicator	Target	Actual performance
			Monthly monitoring and evaluation (M&E) reports. Annual Thusong Service Centre assessment workshop. Thusong Service Centre manager training – one per year. Roll-out of Thusong Service Centre brand according to targets.	In total, 28 quarterly M&E reports were done. One Annual Thusong Service Centre Workshop conducted Workshops were held in KwaZulu-Natal, the Western Cape and Mpumalanga. A total of 31 Thusong Service Centres were branded.
	Maintaining key stakeholder relations for the Thusong Service Centre Programme.	Successful working relations – through forums – in establishing Thusong Service Centres.	At least one stakeholder engagement per quarter.	Quarterly meetings were held with the DPSA, the Department of Provincial and Local Government, the UYF, Sapo and the Public Administration Leadership and Management Academy. Provincial offices engaged various stakeholders in the establishment of Thusong Service Centres.
	Development-communication partnerships.	Joint campaigns, training and information sessions, and regular meetings with communication structures at national, provincial and local level.	Regular meetings.	Fourteen bilateral meetings were held with stakeholders.
	Monitoring the communication campaigns of provincial directorates according to set standards.	Functional WIMS.	Weekly and monthly reports.	Weekly, monthly and quarterly status reports were prepared on completed development-communication projects.
	Support to communication structures at local government level.	Development of systems and structures.	Provincial capacity-building sessions with provincial local government core teams (one per province each year).	One national Local Government Communication System workshop was held. All provinces held a work session in the year under review and 32 districts developed communication strategies.

PROGRAMME 4: PROVINCIAL COORDINATION AND PROGRAMME SUPPORT (PROVINCIAL AND LOCAL LIAISON)

Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
			Guidelines for local government communication systems adopted by all provincial and municipal forums. All district municipalities with communication strategies by 2008.	
	Maintain the Development Communication Learning Network and fourth annual seminar.	Improved information service delivery to the public by popularising the development communication case studies via the Government's website.	Two case studies on the site per month.	Four Development Communication Learning Network meetings were conducted. A total of 28 case studies were posted on the GCF website.
	Strengthening and integrating the government information system through provincial and district communication forums.	Provincial and local government coordination forum meetings held.	Quarterly.	Communication forum meetings took place throughout the year and there were 37 functional DCFs.
	Rural distribution network and channels for government information.	Identification of contact points in communities to facilitate distribution.	Steady expansion of contact points with 200 established, bringing the total to 5 200.	A total of 1 387 distribution points were established.
	Community information projects.	Communication and information projects based on communities' information needs.	Three projects per SCO per month.	A total of 4 888 development communication projects were implemented. To this must be added 1 026 projects implemented in the 2007/2008 financial year but understated in the previous *Annual Report* due to technical problems with the WIMS system.
	Establishing district GCIS offices.	Additional district offices established yearly.	As per districts' staffing plans and available funds.	Two district offices were established.
Reasons for major deviations: See notes under "Actual performance".				

AIM

The Communication Service Agency provides core communication services to the GCIS and other government departments, using both in-house and outsourced expertise.

Measurable objectives

- Provide the public with knowledge and information about government by:
  - producing 45 000 copies of the *South Africa Yearbook*, 20 000 copies of the *Pocket Guide to South Africa* and 4 000 copies of the *South Africa Yearbook* CD-Rom annually
  - implementing at least 80 media bulk-buying briefs yearly
  - conducting six public relations and media campaigns annually.
- Improve and develop content for government communication campaigns by producing radio advertisements, radio dramas, live broadcasts on community radio stations, and video programmes and advertisements' covering events (video and photographs); and responding to requests for graphic design work.

SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The Communication Service Agency has the following subprogrammes:

- **Marketing** manages government's CI; develops strategies for marketing campaigns, event management, public relations campaigns and advertising; manages a government distribution network; and provides a media bulk-buying service
- **Product Development** develops products for government campaigns and projects; produces videos and radio programmes; does graphic design and layout and exhibition design; and provides photographic and video services to national and provincial departments
- **Content Development** identifies government's communication needs and the public's information needs, develops content for individual and transversal campaigns, provides editorial and translation services and produces the *South Africa Yearbook* and the *Pocket Guide to South Africa*.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

During the review period, the Communication Service Agency continued leading the mass multimedia SoNA Campaign. Producing a 15-year review publication and tabloid, a mid-year publication in the official languages, a mid-year pocket book, as well as a five-part drama series expanded the campaign with the objective of communicating government's achievements in implementing the 2008 PoA.

In support of the SoNA February 2009 Campaign, the Communication Service Agency produced a range of multimedia products that included an electronic POA publication and a DVD.

PROGRAMME 5: COMMUNICATION SERVICE AGENCY

As in the past, the agency contributed multimedia products for, among other things, the 16 Days of Activism for No Violence Against Women and Children Campaign, the Anti-Crime Campaign and izimbizo; the celebration of various awareness months, national days and anniversaries; the National Orders award ceremonies; and the Government Communicator of the Year Awards.

In an effort to extend government's communication reach and frequency, new media platforms were engaged. For example, the media mix for the 16 Days of Activism for No Violence Against Women and Children Campaign included flighting an advertising campaign on MXit, which is a free instant messaging programme for cellphones and PCs. The 16 Days splash screen (visual advertisement) on MXit was delivered to 2,8 million users during the campaign and some six million text messages were broadcast via Tradepost, which is a portal that MXit users visit to download material.

In 2008/09, 45 000 copies of the *South Africa Yearbook 2008/09* and 20 000 copies of the *Pocket Guide to South Africa 2008/09* were produced. This is an essential deliverable as the two publications together provide the only official comprehensive record of government's work in a year.

In support of building communication partnerships, the Communication Service Agency continued operating a satellite radio network to syndicate government programming to community radio stations. Over 50 community radio stations were visited. The SoNA, the response to the SoNA and the Budget Vote were broadcasted on 71 community radio stations.

Some 1 400 requests for communication services and products were received and implemented during the 2008/09 financial year (1 037 requests in 2007/08). These services and products included: developing content; editing, proofreading and translating various government information products; developing media-placement strategies; placing government advertisements in print and electronic media; distributing information products; recording, radio broadcasting and photographing key government events; as well as designing and producing print products.

The Communication Service Agency continued leading the GCIS' involvement in the process towards the transformation of the marketing, advertising and communication (MAC) industry. At the end of August 2008, the Minister of Trade and Industry approved and gazetted the MAC Charter.

Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
Management.	Strategic leadership.	Regular meetings and support for heads of sections.	Weekly management meetings.	Management meetings held weekly.
Product Development.	Developing products to support government's information campaigns.	Produce radio adverts.	Produce 26 advertisements	190 radio advertisements produced.
		Produce radio dramas.	Five episodes in 11 languages.	Five episodes produced in 11 languages.
		Live link-ups with community radio stations.	40 live link-ups.	105 live link-ups with community radio stations.
		Radio coverage of imbizo focus weeks.	Two imbizo focus weeks covered.	Two imbizo focus weeks held and covered.
		Coverage of Presidential izimbizo.	All Presidential izimbizo covered.	All Presidential izimbizo covered.
		Produce TV advertisements.	Produce four TV advertisements.	No requests for TV advertisements received.
		Produce video programmes.	Produce 11 video programmes.	16 video programmes produced.
		Video documentation of events.	Document 100 events.	320 events were video documented.
		Design print products.	Design 100 print products.	186 print products were designed.
		Assistance with exhibitions.	Provide assistance with 30 exhibitions.	Assistance for 49 exhibitions.
		Advice on the use of government's CI.	Assist with 20 requests.	43 requests for assistance with CI were handled.
		Photographic coverage of events.	Photographic coverage of 200 events.	392 events were covered photographically.
		Supply photographs to GCIS, government departments and the media.	Supply of photographs in response to 300 requests.	400 requests for photographs were attended to.

Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
Content Development.	*South Africa Yearbook*.	Produce *South African Yearbook* and side-products to brief, within time schedule and budget.	Print 45 000 soft cover copies of *South African Yearbook*. Print 20 000 copies of the *Pocket Guide to South Africa*. Produce 4 000 CD-Roms.	45 000 copies of the *South Africa Yearbook* printed and distributed. 20 00 copies of the *Pocket Guide to South Africa* printed and distributed. 4 000 CD-Roms produced.
	Updating *GCIS Style Guide* annually.	Updated *Style Guide* produced.	*Style Guide* updated and placed on website by November 2008.	*Style Guide* updated and placed on website.
	Advising on appropriate content for various GCIS and client campaigns. Developing information products for GCIS and client campaigns.	Copy-editing, translation and proofreading of internal/external products. Develop products for GCIS campaigns.	On request. PoA, SoNA, 16 Days of Activism, izimbizo and external client campaigns.	254 requests received for editing, proofreading, translation and quality control and content development for various products.
Marketing, Advertising and Distribution.	Appointing and managing a panel of advertising/public relations (PR) agencies in line with the procurement guidelines.	Effective management of a panel of advertising/PR agencies.	Six campaigns a year based on client requests.	Six agencies were appointed to implement PR and advertising campaigns.
	Appointing and managing a media-buying agency to manage media bulk-buying activities for government.	Effective management of the media-buying agency. Effective implementation of government campaigns.	80 campaigns a year.	208 campaigns.
	Conducting impact analysis of GCIS advertising campaigns.	Evaluating GCIS advertising campaigns.	One campaign evaluation per year (SoNA impact analysis).	Impact study of SoNA was scheduled to be done after the election.

Subprogramme	Output	Measure/Indicator	Target	Actual performance
	Developing insightful media briefs for GCIS projects.	Well-developed GCIS media strategy that adds value to campaigns.	Five GCIS projects a year (SoNA 2008, PoA, two izimbizo and 16 Days of Activism).	Briefs for six projects were developed, including the National Energy Efficiency Campaign and the Presidential Inauguration.
	Monitoring government and the private sector's advertising expenditure.	Compiled advertising spend reports per year.	Four per year.	Four reports were compiled.
	Appointing and managing distribution agencies.	Information products displayed and distributed appropriately, in the correct languages, and relevant to target audiences.	Six campaigns a year.	Information products for 14 campaigns were distributed.
	Managing and implementing distribution activities.	Reports that indicate quality control through the distribution value chain.	Four site visits per year.	15 visits.
	Managing and monitoring application of CI in branding activities.	Government departments adhering to set guidelines, and any deviations addressed in time.	Visit 15 national departments.	16 national departments were visited.
Reasons for major deviations: See notes under "Actual performance".				

PROGRAMME 6: PUBLIC ENTITIES – INTERNATIONAL MARKETING AND MEDIA DEVELOPMENT

AIM

The International Marketing and Media Development Programme aims to market South Africa to the international community and promote development and diversity in the South African media.

The International Marketing and Media Development Programme comprises transfer payments to the two entities under the control of the department, namely the IMC and the MDDA.

The MDDA was established in terms of the MDDA Act, 2002 (Act 14 of 2002). The IMC was registered as a trust in terms of the Trust Act, (I Trust 1986/2). Both public entities were listed as Schedule 3A public entities in terms of the PFMA, 1999.

To ensure sound governance of the public entities, the GCIS met monthly with the IMC and MDDA to:

- consider their strategic plans
- monitor and evaluate their operational and financial performance, including their quarterly reports, before funds were transferred.

The process of finalising shareholder compacts (accountability arrangements) between the GCIS and the two public entities, to formally regulate their relationship, was concluded in the period under review. The shareholder compacts have been implemented.

The two GCIS public entities prepare and table their reports in Parliament separately.

AIM

Vuk'uzenzele magazine provides citizens with information on economic and other opportunities and how they can be accessed.

Measurable objectives

Improve unmediated and direct communication by government to the public by:
- increasing the print run of *Vuk'uzenzele* magazine once every two months from 1,5 million to 1,6 million
- updating the electronic version every two months
- continuously disseminating the Braille version of *Vuk'uzenzele* to organisations for the visually impaired and to visually impaired individuals.

SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS AFFECTING THEM

Print run and frequency

During the 2008/09 financial year, six editions of *Vuk'uzenzele* were printed. The total print run was 10 million copies in all, comprising five editions with print runs of 1,6 million copies each and a sixth edition with a print run of two million copies.

Five editions were 32-page magazines while the sixth contained 48 pages to accommodate coverage of the SoNA.

Besides being published as an A4 print edition, *Vuk'uzenzele* is made available online and in Braille format. The updated online edition goes live on the day that distribution of the latest print edition starts. The print run of the Braille edition varies from one issue to the next, depending on the level of demand for the magazine. During the reporting period, distribution of the Braille editions covered organisations for the blind, schools for the blind, individual subscribers and GCIS provincial offices.

Distribution

The magazine is distributed in peri-urban, rural and deep rural areas in all the provinces, with the focus being on poorer sectors of society. During the review period, the number of pages translated from English into other official languages increased from nine to 12 pages, with those copies of the magazine distributed in areas where the various languages predominate.

Vuk'uzenzele is distributed mainly as a knock-and-drop and as well as to government clinics, hospitals, police stations, Thusong Service Centres and rural post offices. The service-provider contracted to distribute *Vuk'uzenzele* has a distribution database and reach that exceeds the normal limits of any print product.

To grow the number of individual subscribers, the distribution strategy also targets people who contact the GCIS through the Batho Pele Gateway Call Centre and the GCIS Information Centre. Monthly reports from the Batho Pele Gateway Call Centre indicate that since April 2008, *Vuk'uzenzele* has been rated among the centre's top 10 enquiries. In the top 10 group of enquiries, 98% pertained to issues covered in *Vuk'uzenzele*, such as education and training, how to start a business, bursaries, and opportunities for learnerships.

By 31 March 2009, there were 2 025 individual subscribers and 1 702 online subscribers. Overruns from each print run are used to extend the magazine's footprint.

The findings of research done by Tracker show that *Vuk'uzenzele*'s popularity is growing.

Audit Bureau of Circulations (ABC)

Since June 2007, *Vuk'uzenzele* has been registered with the ABC. The ABC is a non-profit organisation registered in terms of Section 21 of the Companies Act, 1973 (Act 61 of 1973), based on a bipartite agreement between advertiser and advertising agencies and media owners.

An independent auditing firm was appointed for a year to audit the printed and distributed quantities of *Vuk'uzenzele*. During the year under review, *Vuk'uzenzele* received two audit certificates in accordance with the ABC's requirements.

Advertising

Five pages of *Vuk'uzenzele* are dedicated to promoting and profiling advertisers and promoters' products and services at a reasonable, market-related, advertising fee. In the review period, *Vuk'uzenzele* attained its target of five paid advertisements in each issue, except for the July 2008 issue in which four paid-for advertisements were placed.

Maintaining a balance of advertisements from both the private and public sectors in each issue remains a challenge. *Vuk'uzenzele* exceeded its target of R1,8 million in revenue from the sale of advertising by raising R2 444 million through the sale of advertising space.

Promotions

For promotional purposes, 2 000 posters were produced for each new edition and placed at bulk distribution points to inform the public that the latest issue of *Vuk'uzenzele* was available. Window decals promoting the magazine were also produced and placed at the entrances of Head Office and all provincial offices, with exception of the Limpopo Office. In addition, 20 roundabouts (play pump water tanks) were used to promote *Vuk'uzenzele* (the magazine's branding was put onto the two side panels of each water tank, which gave the magazine exposure on 40 panels).

Second-Economy Programme

As part of the Second-Economy Programme, *Vuk'uzenzele* devotes a double-page spread to economic opportunities programmes. *Vuk'uzenzele*'s staff have been working closely with the Chief Directorate: Policy and Research in producing and delivering second economy and *Vuk'uzenzele* content via the SABC radio stations and television. The initiative is about promoting general awareness and understanding of government's efforts to address the challenges of the Second Economy by expanding the range of the magazine to include many people at grassroots level and to reach citizens who do not have access to hard copies of the magazine. The radio programme is expected to strengthen the magazine's positioning among existing readers.



Actual performance against targets

Subprogramme	Output	Measure/Indicator	Target	Actual performance
Management.	Strategic leadership.	Regular meetings and support for *Vuk'uzenzele* staff.	Weekly meetings.	The chief directorate held 33 meetings.
	Printing the magazine.	Regular publication of target print run of the magazine.	Every second month with a print run of two million for the March edition and 1,6 for the other editions.	In total, 10 million copies were printed as follows: five editions with a print run of 1,6 million copies each and one edition with a print run of two million copies.
	Production of Braille and web versions of the magazine.	Regular production of Braille and web versions of the magazine.	Every second month, with 600 copies in Braille.	The online version was updated each time the new edition was published, hence six online editions appeared during the year under review. A total of 2 983 copies were produced and distributed accordingly. The print run varied per edition due to the demand of the magazine per edition.
	Promoting the magazine.	Increased public awareness, demand and readership, assessed through own research, All Media Products Survey and calls received by the Gateway Call Centre.	Steady increase in awareness, readership and readership response.	Accompanying each edition, 2 000 posters were produced, totalling 12 000 during the financial year. They were placed at various bulk distribution points to inform the public that the latest edition of *Vuk'uzenzele* was available at those particular outlets. The content of the magazine was also promoted through the Second-Economy Programme on all-language radio stations and television. Generic window decals were produced for GCIS provincial offices to promote the magazine among members of the public. *Vuk'uzenzele* received written, e-mailed and telephonic enquiries from its readers.
	Distributing the magazine.	Extended reach among targeted public, assessed by the ABC.	Every second month.	A total of 10 million copies were distributed as follows: five editions with a print run of 1,6 million copies each and one edition with a print run of two million copies.
Reasons for major deviations: See notes under "Actual performance".				



PART FOUR: HUMAN-RESOURCE OVERSIGHT STATISTICS



ANNEXURE 1 Service-Delivery Improvement Programme

INTRODUCTION

Three areas underpin the main services provided by the Government Communications (GCIS) to its clients:

1. The conceptualisation, formulation, communication and implementation of the Government Communication Strategy, which is supported by two subprocesses:
- identification of public information needs
- identification of government's communication needs.

2. The second process is that of coordination and strategic support. This works at two levels:
- national, provincial and local government communicators
- political principals.

This process refers to the development of government communication strategies (based on public information needs and government communication needs), the establishment of communication structures, the role of government spokespersons and the development of communication products and servicing of political principals.

3. The third refers to the actual communication and implementation aspects. This works at two levels:
- the role the GCIS plays in relation to advising on staffing and structure
- the development of products and the rendering of services.

Based on the above introductory remarks, the main services and customers will be tabulated:

TABLE 1.1 MAIN SERVICES FOR THE SERVICE-DELIVERY IMPROVEMENT AND STANDARDS

Main services	Actual/potential customers	Standard of service	Actual achievements against standards
1. Formulating and administering media policy.	Media.	Media policies developed and properly administered.	The Media Development and Diversity Agency (MDDA) Act, 2002 (Act 14 of 2002), was developed and is being fully implemented. The MDDA seeks to promote media diversity in the country.
2. Media monitoring.	The Presidency, government departments and ministers.	To conduct daily media monitoring.	Daily media monitoring is being done and reports submitted to all relevant stakeholders for implementation and follow-up.
3. Conducting surveys to assess impact and reach of communication (pre- and post-testing).	Government.	Surveys conducted, resulting in recommendations to improve government communication.	Surveys were conducted by the Research Unit and results presented to all the stakeholders.
4. Conducting public information and communication needs studies.	Public, government.	Information and communication needs studies conducted. Results incorporated into products and services provided to all stakeholders.	Public information needs and communication preference studies were done through provincial and district offices, Thusong Service Centres as well as through research conducted by GCIS Research Unit.
5. Providing communication and information research advice.	Government.	Effectiveness of research-based initiatives (impact on government communication) established through monitoring and analysis.	18 projects successfully completed and research findings presented. Research advice provided to various departments and provinces and guidelines to government communicators made available on the Government Website.
6. Providing media support services.	Parliament, Cabinet, Press Gallery and ministerial liaison officers (MLOs).	Provided, among other things, through the Information Resource Centre (IRC), information services to Members of Parliament (MPs), the public and the diplomatic corps.	The Parliamentary Office fascilitated media briefings which included PoA briefings, post-Cabinet briefings and regular briefings by ministers and DGs. The IRC provided MPs and the public with relevant government information, including bimonthly distribution of *Vuk'uzenzele*, *South Africa Yearbook* and the PoA booklet.
		Provided strategic and administrative support to the Presidential Press Corps and MLOs and media liaison for key events consistent with the Government's Communication Strategy.	Done

TABLE 1.1 MAIN SERVICES FOR THE SERVICE-DELIVERY IMPROVEMENT AND STANDARDS

Main services	Actual/potential customers	Standard of service	Actual achievements against standards
7. Arrange fortnightly pre-Cabinet and post-Cabinet meetings.	Media, government communicators.	Arranged pre-Cabinet and post-Cabinet briefings to ensure government's work is communicated to the public.	Done biweekly, including a post-Cabinet Lekgotla briefing.
8. Holding parliamentary briefing weeks every second month.	Media, diplomats and general public.	Arranged parliamentary media briefing weeks after the State of Nation Address (SoNA) and every two months by each cluster chairperson.	Four Programme of Action (PoA) briefings and one SoNA briefing.
9. Assisting South African missions to develop communication capacity.	Department of Foreign Affairs.	Effective information flow through Department of Foreign Affairs and International Marketing Council (IMC).	Done on a weekly basis.
10. Providing secretarial services, content and leadership to the Government Communicators' Forum (GCF).	Government communicators.	At least three GCF meetings annually.	Five GCFs have taken place to date: on 13 March 2008, 12 August 2008, 24 November 2008, 13 March 2009 and 22 May 2009. The GCF provides a platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the Government's commitment to accelerating service delivery.
11. Accrediting foreign journalists.	Foreign journalists and opinion-makers.	To accredit foreign journalists and media whenever there are international events.	Done.
12. Developing media communication strategies for government campaigns.	All government departments.	Communication strategies developed and approved by the communication clusters.	Thirteen communication strategies and nine key messages for government campaigns developed across five government communication clusters and approved. Fortnightly *BuaBriefs* produced.

Main services	Actual/ potential customers	Standard of service	Actual achievements against standards
13. Developing content strategy and messages for government information products.	Government.	Content strategy and messages developed for government information products.	Content and key messages for government campaigns developed on request.
14. Developing content and key messages for products for transversal campaigns.	Government.	Content and key messages developed for transversal campaigns products.	Content and key messages for SoNA, PoA, national commemorative days,16 Days of Activism, attacks on foreign nationals and release of crime stats done.
15. Managing and coordinating training of government and state-owned enterprises' (SoEs) communication officers.	Communicators and MLOs in all spheres of government and SOEs.	Communication officers completing the training they registered for improving on service delivery.	Communication training plans and programmes developed and training, including listing of training offered by service-providers, communicated to the target audience as and when necessary.
16. Monitoring, evaluating and analysing print and electronic media.	The Presidency and all ministries.	Print and electronic media monitored, evaluated and analysed.	The Communication Centre introduced a night shift in 2008 to monitor breaking news in the national and international media.
17. Developing marketing, advertising and distribution strategies.	The Presidency and all ministries.	Marketing, advertising and distribution strategies developed and implemented.	Done.
18. Managing and administrating bulk-buying.	Government departments, The Presidency and Thusong Service Centres.	Media bulk-buying properly managed and administered.	Done. There are, however, areas that require improvement. These are being addressed through the transformation of the marketing, advertising and communication industry.
19. Developing a distribution network.	Government departments and Thusong Service Centres.	Distribution networks developed.	A total of 1 387 new distribution points was established in local municipalities and 4 922 points were visited through ward liaison visits. A total of 3 891 293 government information products was distributed.
20. Managing the corporate identity (CI) of government.	Government departments and Thusong Service Centres.	CI of government properly managed.	A *CI Manual* was developed and training workshops conducted. Additionally, a CI Management System (CIMS), enabling departments to internally manage the departments' brand application, was developed and implemented.

TABLE 1.1 MAIN SERVICES FOR THE SERVICE-DELIVERY IMPROVEMENT AND STANDARDS

Main services	Actual/ potential customers	Standard of service	Actual achievements against standards
21. Video, photographic and audio recordings of government programmes.	Government.	Radio, video and photographic recording of events. Live transmission of events to radio stations. Production of programmes and advertisements	Live 105 radio link-ups were conducted and 190 radio adverts were produced. Video coverage of 320 events, 16 video production completed, six radio dramas produced, 392 events documented photographically and 400 requests for photographs were attended to.
22. Designing and producing publications.	Thusong Service Centres, Cabinet, The Presidency, national government departments, public.	Government information-related publications designed and produced.	Publications for Sona, PoA, national orders, 16 Days of Activism, Women's Month and other departmental requests produced. Government directories (SAGD, Media & DoC) printed and distributed. 186 print products were designed.
23. Government Online – Government Information and Government Services websites.	Government, public, media, business, international community.	Government website properly managed. Accurate government contacts available.	The Government Information Website is updated on a daily basis. The 2009/10 annual review of content on the Government Services Website is in progress. The Online Directory Database is updated daily.
24. Disseminating information.	Government, public, international community.	Government information disseminated.	Done through BuaNews and other information-dissemination media as well as through the activities of the Information Centre. Clients are also consulted through GCIS' nine provincial offices and 27 Thusong Service Centres were established during the past year. Government information disseminations were done through Provincial and Local Liaison's (PLL) local networks and distribution points in local municipalities.
25. Developing products for transversal campaigns.	Public, private sector, non-governmental organisations (NGOs).	Products for transversal campaigns developed.	Done through the development of multimedia products for among other things, the national commemorative days, the SoNA/PoA Campaign and the 16 Days of Activism.
26. Photographic and video assignments of transversal campaigns.	The Presidency, government departments and GCIS.	Photographs and videos taken for transversal campaigns.	Done.
27. Professional Certificate in Government Communication and Marketing (PCGCM).	Government communication officers at national and provincial levels and parastatals.	Empower government communicators with communication and marketing skills.	The programme was launched in 2004. By July 2009, 209 (47 in 2004, 40 in 2005, 39 in 2006, 40 in 2007 and 40 in 2008) communication officers had been trained.

TABLE 1.2 CONSULTATION ARRANGEMENTS FOR CUSTOMERS

Type of arrangements	Actual and potential customers	Actual achievements
1. Marketing The directorate markets the services GCIS provides to departments, e.g. media bulk-buying.	The Presidency, ministers, government departments, all government communicators, MLOs and media.	Clients' needs are addressed through consultation. This promotes understanding of GCIS' roles and responsibilities in enhancing government communication to help further consolidate democracy and take the country to a higher growth and development path.
2. Cluster meetings Convene and provide strategic direction to communication clusters, and help assess the communication environment.	Heads of communication (HoCs) and MLOs.	Cluster meetings continue to be convened as per schedule and strategic support provided.
3. GCF The GCF provides strategic direction to communicators. It helps develop communication strategies in line with the overall strategy. It helps communicators assess the environment and their communication needs. To ensure improved services, key performance indicators are used.	HoCs and MLOs.	Based on the regular interaction and frequent assessments of the broader implementation of the work of government, there is increased communication to the public. Although there is visible progress, there is still a lot of work to be done through structures like the GCF and other communication forums.
4. Project Desk The Project Desk is a single entry point for clients to source GCIS expertise for the communication of government's programmes and policies.	Government departments.	Scoping meetings with clients before and after projects ensure that clients' needs are fully understood and met. A post-project client questionnaire gives feedback on GCIS' service. Exit reports for transversal projects are compiled to draw lessons for improved future output.
5. Thusong Service Centres The GCIS is establishing Thusong Service Centres in every district as one-stop government service centres. They promote community development and participation and provide feedback on what information the public requires.	South African public.	To date, 123 Thusong Service Centres have been established in all provinces. Clients are also consulted through GCIS' nine provincial offices and 27 Thusong Service Centres were established during the past year. This form of unmediated interaction with the public ensures first-hand feedback from the public themselves on their government information needs. This assists the GCIS in tailor-making products to meet the needs of the public.
6. Imbizo Campaign The GCIS gathered issues and complaints raised by the communities, organised formations, stakeholders, etc. during the presidential and ministerial izimbizo. Through the web-based Imbizo database hosted by GCIS, the issues are disaggregated according to government clusters and provinces for them to update and provide feedback to the communities, stakeholders, NGO, academics, etc.	South African public, business, civil society, NGOs, community-based formations, faith-based organisations, SoEs and critical role players who partner with government in the reconstruction, growth and development of the country.	1. Presidential izimbizo: During the six presidential izimbizo that were held since April 2007, the GCIS continued to provide support from a communication perspective. Imbizo weeks: a total of 437 imbizo events was implemented during the two national imbizo weeks.

TABLE 1.2 CONSULTATION ARRANGEMENTS FOR CUSTOMERS

Type of arrangements	Actual and potential customers	Actual achievements
7. Electronic Information Resources The unit provides advice and support to departments and provinces regarding website publishing to contribute towards improved professionalism of government websites.	Government departments and provinces.	Ad hoc support is provided to government departments and provinces to ensure improved professionalism of government websites in terms of functionality and usability.
8. Research The Directorate: Research provides advice and support to other government departments on communication research.	Government departments.	Communication research advice was provided and research projects outsourced and managed on behalf of government departments to enhance effectiveness in government communication.

TABLE 1.3 SERVICE-DELIVERY ACCESS STRATEGY

Access strategy	Actual achievements
1. Government Online – Government Information and Government Services websites.	The intended users of the website are South African citizens, government, media and international community. Intermediaries (such as Thusong Service Centres) assist in facilitation use of the website by those unable to directly use the Internet. The Government Information Website was updated on a daily basis to keep up with the latest information on government and its PoA. Usage statistics for the website increased from 17 564 339 page views in 2007/08 to 20 849 744 in 2008/09.The Government Services Website was updated with information as provided by government departments. Usage statistics for the website totalled 4 786 955 page views (compared to 4 474 438 in 2007/08).
2. Establishment of Thusong Service Centres.	Currently, 137 centres are operational countrywide and 15 Thusong Service Centres were established for the fiscal year 2008/09. First Generation Clean-Up. Forty centres connected with ICT Blueprint, 22 centres with general service counters and IT-compliant, waiting for equipment to be delivered form the Department of Public Service and Administration. Currently, 82 learners have been deployed into Thusong Service Centres and were trained by the National Youth Development Agency. Training manual on Excellence Customer Care Training has been developed by the Public Administration Leadership and Management Academy for the training of service-providers in Thusong Service Centres.
3. Establishment of information resource centres (IRCs).	The GCIS has established IRCs in all regional offices around the country to make government-related information more accessible to the public.

Access strategy	Actual achievements
4. The publishing of information directories and *Faces of Government* wall chart.	The GCIS produces five directories and a wall chart on an annual basis. They are: • *Directory of Contacts* • *Media Directory* • *Profile Directory* • *Local Government Directory* • *South African Government Directory* (twice annually) • *Faces of Government* wall chart.
5. Government and Media Liaison.	Has successfully built up BuaNews as an effective government news agency which disseminates government news and information to community media, and mainstream and international media electronically.
6. Information Centre.	The centre handles all enquiries from various clients both from the Information Website and *Vuk'uzenzele* magazine, as well as general telephone calls and responds in a variety of formats as per client requests. It distributes government and government-related information and provides government contact information and profiles electronically and in hard copy.
7. *Vuk'uzenzele* magazine.	It is accessible online at *www.info.gov.za/vukuzenzele/*. It is updated and published every second month each time the hard copy is published. The magazine is in its 24 edition since its launch in September 2005. During this period, 10 million copies were published in all official languages. All the copies were distributed accordingly. Furthermore, 2 985 copies of Braille copies were produced and distributed to the targeted market.
8. Communication Centre.	The Early Morning Edition of the daily News Report (a summary of broadcast news and current affairs programmes) is now compiled during the night and is available early to enable government communicators to respond to news reports. The Daily News Report as well as the Selection of Cuttings are available at 7:30 and set the agenda for the Rapid Response discussions.

TABLE 1.4 SERVICE INFORMATION TOOL

Type of information tool	Actual achievements
1 Thusong Service Centres.	The GCIS has established 137 Thusong Service Centres around the country. These centres play an important role in providing government-related information to the public and especially those at grassroots level.
2. Government directories and wall chart.	The GCIS produces information directories and a wall chart, which are distributed widely to the public, both electronically and in hard copy. They are: • *Directory of Contacts* • *Media Directory* • *Profile Directory* • *Local Government Directory* • *South African Government Directory* • *Faces of Government* wall chart.
3. GCF.	The GCF meets three times a year and provides a platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the Government's commitment to accelerating service delivery.
4. *Government Online* – Government Information and Government Services websites.	The Government Information Website is updated on a daily basis to keep up with the latest information on government and its PoA. It provides, among other things, information on government structures and functions, contact information, speeches and media statements, government documents such as Acts and Bills, tender bulletins, and links to government and other related websites. The Government Services Website provides information about government services offered to citizens, organisations and businesses and foreign nationals.
5. *Vuk'uzenzele*.	Six editions of the magazine were printed. The total print run was 10 million copies, comprising five editions with print runs of 1,6 million copies each and a sixth edition with a print run of two million copies. A web version is also available on *Government Online* (*www.info.gov.za/vukuzenzele*). The magazine is printed in all official languages and is also available in Braille to cater for the visually impaired.
6. Communication Centre.	The Communication Centre aims to inform government of events that receive media coverage and of the reported perceptions related to these events. Products are electronically distributed to the Government and media. They are: • the *Diary of Government Activity*: an index of media briefings, conferences and other important communication opportunities for government communicators, issued daily • the *Daily News* and *Actuality Report*: a summary of broadcast news coverage issued three times daily to keep clients abreast of developments in the communication environment

Type of information tool	Actual achievements
	• the *Selection of Cuttings*: a selection of 40 pages comprising cuttings from the national newspapers, compiled to give an overview of the main issues in the print media for the day • national and regional newspaper clippings: an average of 600 articles relevant to government departments' line functions are scanned and e-mailed to clients daily • transcriptions and DVD/CD copies of broadcasts were supplied on request.
7. Information Call Centre.	The centre handles all enquiries from various clients in a variety of formats. It responds to clients with: • legislation, regulations, policy and other documents and speeches in hard-copy or electronic format • information, forms and contacts for government services • referrals to relevant contacts within government departments and parastatals.

TABLE 1.5 COMPLAINTS MECHANISM

Complaint mechanism	Actual achievements
1. GCF.	The GCF is convened three times a year and in some cases, it can also be convened four times annually to provide strategic direction, guidance and support to communicators. The content of the GCF originates from the Makgotla – with Cabinet making specific recommendations guided by the particular issues within the environment and the action needed to move communication to a higher trajectory. The first GCF outlines the communication programmes to be implemented by government and then makes recommendations on the way forward. The second GCF looks at communication since the first Lekgotla and then assesses implementation with the help of the presentation by GCIS on communication. From the Lekgotla, communicators will have to implement the communication programme guided by their approved communication strategies and the outcomes of the Lekgotla and the GCF on communication matters. The third GCF takes stock of all the plans adopted and put in place throughout the year to communicate the Government's PoA and also starts planning for the following year and taking stock of the lessons learned from the current year. The GCF also brings an opportunity for the CEO of GCIS to inform communicators about the strategic priorities as adopted by the Government and to get feedback on various Makgotla decisions.
2. Project Desk (PD).	PD uses a client-satisfaction questionnaire, which provides for positive and negative feedback as well as suggestions, and which the client is required to complete upon closure of the project or service rendered. Project team meetings also provide a platform for direct expression of dissatisfaction by the clients. In addition to the above, the questionnaire is in a process of being refined, as part of the overall *GCIS Project Management (PM) Handbook* review to better inform our client liaison strategies and PM practices. At the completion of every project, closure workshops are held with the client. The output thereof is an exit report, which addresses issues such as the project constraints, team performance, lessons learnt and recommendations.
3. Communication clusters.	The clusters meet on a monthly basis to look into government's communication programme. Clusters and other platforms contribute to strengthening communication and integrating government messages for better implementation of the PoA. During these meetings, the different departments are also afforded an opportunity to raise issues or any challenges they experience and these are dealt with by all members of the cluster in an effort to move communication forward.
4. Pre-Cabinet briefings.	The pre-Cabinet meetings assist government to be proactive in its communication and to plan better for all communication around Cabinet decisions. During these meetings, the GCIS consults with all stakeholders and addresses any challenges that may impact on the work of pre-Cab.
5. Call Centre.	All queries received via the Call Centre are forwarded to the relevant sections for response and there is follow-up to ensure that they have been addressed.
6. CSA.	Any queries related to production are referred to the responsible units for their attention and response. Problems are also brought to the attention of the relevant supervisors for follow-up to and provide solutions. Some challenges are escalated to senior management and production meetings, which are held on a weekly basis.

TABLE 2.1 - Personnel costs by programme

Programme	Total voted expenditure (R'000)	Compensation of employees expenditure (R'000)	Training expenditure (R'000)	Professional and special services (R'000)	Compensation of employees as percent of total expenditure	Average compensation of employees cost per employee (R'000)	Employment
Dgc: Administration	102,500	43,414	2,408	0	42,4	97	450
Dgc: Communication Service Agency	47,966	13,049	931	0	27,2	29	450
Dgc: Government and Media Liaison	20,286	13,983	282	0	68,9	31	450
Dgc: Government Publication	32,590	3,251	191	0	10	7	450
Dgc: Internat Marketing and Media Development	154,280	0	0	0	0	0	450
Dgc: Policy and Research	19,613	6,006	414	0	30,6	13	450
Dgc: Prov Coordination and Programme Support	50,427	34,260	13	0	67,9	76	450
Z= Total as on financial systems (BAS)	**427,477**	**113,963**	**4,238**	**0**	**26,7**	**253**	**450**

TABLE 2.2 - Personnel costs by salary band

Salary bands	Compensation of employees cost (R'000)	Percentage of total personnel cost for the department	Average compensation cost per employee (R)	Total personnel cost for department including goods and transfers (R'000)	Number of employees
Lower skilled (levels 1-2)	965	0,8	80,417	121,197	12
Skilled (levels 3-5)	2,422	2	93,154	121,197	26
Highly skilled production (levels 6-8)	36,290	29,9	165,708	121,197	219
Highly skilled supervision (levels 9-12)	41,171	34	304,970	121,197	135
Senior management (levels 13-16)	28,083	23,2	668,643	121,197	42
Contract (levels 1-2)	155	0,1	15,500	121,197	10
Contract (levels 6-8)	232	0,2	232,000	121,197	1
Contract (levels 9-12)	409	0,3	409,000	121,197	1
Contract (levels 13-16)	3,589	3	897,250	121,197	4
Periodical remuneration	2,353	1,9	11,152	121,197	211
Total	**115,669**	**95,4**	**174,991**	**121,197**	**661**

TABLE 2.3 - Salaries, overtime, Home-Owners Allowance (HOA) and medical aid by programme

Programme	Salaries (R'000)	Salaries as % of personnel cost	Overtime (R'000)	Overtime as % of personnel cost	HOA (R'000)	HOA as % of personnel cost	Medical ass. (R'000)	Medical ass. as % of personnel cost	Total personnel cost per programme (R'000)
D: Information Technology	3,805	74,6	0	0	73	1,4	163	3,2	5,099
Dir: News Services	2,165	70,8	97	3	44	1,4	48	1,6	3,060
P1: Information Centre	1,888	73,9	0	0	65	2,5	144	5,6	2,555
P1:cd: Administration	21,873	75,1	48	0	465	1,6	829	2,8	29,108
P2:cd: Policy and Research	469	7,8	3	0	127	2,1	127	2,1	6,006
P3:cd: Media Liaison	8,223	73,9	55	1	293	2,6	332	3	11,125
P4:cd: Prov and Local Liaison	25,211	73,6	0	0	651	1,9	1,576	4,6	34,260
P5:cd: Communication Service Agency	9,252	68,6	42	0	177	1,3	379	2,8	13,484
P5:sd: Support Services	635	72,7	0	0	14	1,6	28	3,2	874
P7: Government Publication	2,592	79,7	0	0	6	0,2	55	1,7	3,251
Sd: Electronic Information Resources	2,827	75	0	0	59	1,6	161	4,3	3,768
Sd: Provisioning Administration	1,922	71,2	0	0	169	6,3	192	7,1	2,700
Total	**80,862**	**71**	**245**	**0**	**2143**	**1,9**	**4,034**	**3,5**	**113,963**

TABLE 2.4 - Salaries, overtime, HOA and medical aid by salary band

Salary bands	Salaries (R'000)	Salaries as % of personnel cost	Overtime (R'000)	Overtime as % of personnel cost	HOA (R'000)	HOA as % of personnel cost	Medical ass. (R'000)	Medical ass. as % of personnel cost	Total personnel cost per salary band (R'000)
Lower skilled (levels 1-2)	647	66,6	2	0	66	6,8	80	8,2	971
Skilled (levels 3-5)	1,636	66,9	4	0	140	5,7	197	8,1	2,444
Highly skilled production (levels 6-8)	25,045	64,6	160	0	863	2,2	2,012	5,2	38,742
Highly skilled supervision (levels 9-12)	31,214	72,9	79	0	665	1,6	1,174	2,7	42,833
Senior management (levels 13-16)	21,894	75,2	0	0	415	1,4	586	2	29,131
Contract (levels 1-2)	155	100	0	0	0	0	0	0	155
Contract (levels 6-8)	232	100	0	0	0	0	0	0	232
Contract (levels 9-12)	409	95,1	0	0	0	0	0	0	430
Contract (levels 13-16)	3,412	87,6	0	0	0	0	0	0	3,896
Periodical remuneration	0	0	0	0	0	0	0	0	2,362
Total	**84,644**	**69,8**	**245**	**0**	**2,149**	**1,8**	**4,049**	**3,3**	**121,196**

TABLE 3.1 - Employment and vacancies by programme at end of period

Programme	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
D: Information Technology, Permanent	16	15	6,3	0
Dir: News Services, Permanent	14	10	28,6	0
P1: Information Centre, Permanent	13	13	0	0
P1:cd: Administration, Permanent	109	105	3,7	15
P2:cd: Policy and Research, Permanent	21	18	14,3	2
P3:cd: Media Liaison, Permanent	45	43	4,4	0
P4:cd: Prov and Local Liaison, Permanent	163	153	6,1	1
P5:cd: Communication Service Agency, Permanent	46	43	6,5	0
P5:sd: Support Services, Permanent	5	5	0	0
P7: Government Publication, Permanent	9	7	22,2	0
Sd: Electronic Information Resources, Permanent	16	14	12,5	0
Sd: Provisioning Administration, Permanent	25	24	4	0
Total	**482**	**450**	**6,6**	**18**

TABLE 3.2 - Employment and vacancies by salary band at end of period

Salary band	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Lower skilled (levels 1-2), Permanent	14	13	7,1	0
Skilled (levels 3-5), Permanent	27	26	3,7	0
Highly skilled production (levels 6-8), Permanent	229	218	4,8	0
Highly skilled supervision (levels 9-12), Permanent	152	135	11,2	1
Senior management (levels 13-16), Permanent	44	42	4,5	3
Contract (levels 3-5), Permanent	10	10	0	10
Contract (levels 6-8), Permanent	1	1	0	1
Contract (levels 9-12), Permanent	1	1	0	1
Contract (levels 13-16), Permanent	4	4	0	2
Total	**482**	**450**	**6,6**	**18**

TABLE 3.3 - Employment and vacancies by critical occupation at end of period

Critical occupations	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Administrative-related, Permanent	1	1	0	0
Auxiliary and related workers, Permanent	1	1	0	0
Cleaners in offices, workshops, hospitals etc., Permanent	14	13	7,1	0
Client information clerks (switchboard, reception, information clerks), Permanent	2	2	0	0
Communication and information-related, Permanent	122	106	13,1	2
Finance and economics-related, Permanent	9	9	0	0
Financial and related professionals, Permanent	10	10	0	0
Financial clerks and credit controllers, Permanent	4	4	0	0
Head of Department (HOD)/Chief Executive Officer (CEO), Permanent	1	1	0	0
Human resources and organisational development and related professions, Permanent	5	5	0	0
Human resources clerks, Permanent	3	3	0	0
Human resources-related, Permanent	4	4	0	0
Language practitioners, interpreters and other communicators, Permanent	135	125	7,4	0
Library, mail and related clerks, Permanent	4	4	0	0
Light-vehicle drivers, Permanent	2	2	0	0
Logistical support personnel, Permanent	3	3	0	0
Material-recording and transport clerks, Permanent	12	11	8,3	0
Messengers, porters and deliverers, Permanent	6	6	0	0
Other administrative and related clerks and organisers, Permanent	20	20	0	0
Other administrative policy and related officers, Permanent	5	5	0	0
Other information technology personnel, Permanent	12	11	8,3	0
Printing and related machine operators, Permanent	3	3	0	0
Secretaries and other keyboard operating clerks, Permanent	50	49	2	11
Security officers, Permanent	2	2	0	0
Senior managers, Permanent	47	45	4,3	5
Trade labourers, Permanent	5	5	0	0
Total	**482**	**450**	**6,6**	**18**

TABLE 4.1 - Job evaluation

Salary band	Number of posts	Number of jobs evaluated	% of posts evaluated	Number of posts upgraded	% of up-graded posts evaluated	Number of posts down-graded	% of down-graded posts evaluated
Lower skilled (levels 1-2)	14	0	0	0	0	0	0
Contract (levels 3-5)	10	0	0	0	0	0	0
Contract (levels 6-8)	1	0	0	0	0	0	0
Contract (levels 9-12)	1	0	0	0	0	0	0
Contract (Band B)	1	0	0	0	0	0	0
Contract (Band C)	2	0	0	0	0	0	0
Contract (Band D)	1	0	0	0	0	0	0
Skilled (levels 3-5)	27	0	0	0	0	0	0
Highly-skilled production (levels 6-8)	229	1	0,4	1	100	0	0
Highly-skilled supervision (levels 9-12)	152	2	1,3	2	100	0	0
Senior Management Service (Band B)	32	0	0	0	0	0	0
Senior Management Service (Band C)	9	0	0	0	0	0	0
Senior Management Service (Band D)	3	0	0	0	0	0	0
Total	**482**	**3**	**0,6**	**3**	**100**	**0**	**0**

TABLE 4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded

Beneficiaries	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	2	0	0	0	2
Total	**3**	**0**	**0**	**0**	**3**
Employees with a disability	0	0	0	0	0

TABLE 4.3 - Employees with salary levels exceeding the grade determined by job evaluation [i.t.o PSR 1.V.C.3]

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation	No. of employees in dept.
	0	0	0	n/a	0
Total	**0**	**0**	**0**	**n/a**	**0**
Percentage of total employment	0	0	0	n/a	0

TABLE 4.4 - Profile of employees with salary levels exceeding the grade determined by job evaluation [i.t.o. PSR 1.V.C.3]

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**
Employees with a disability	0	0	0	0	0

TABLE 5.1 - Annual turnover rates by salary band

Salary band	Employment at beginning of period (April 2008)	Appointments	Terminations	Turnover rate
Lower skilled (levels 1-2), Permanent	12	3	2	16,7
Skilled (levels 3-5), Permanent	28	1	0	0
Highly skilled production (levels 6-8), Permanent	205	38	23	11,2
Highly skilled supervision (levels 9-12), Permanent	133	18	12	9
Senior Management Service (Band A), Permanent	30	1	2	6,7
Senior Management Service (Band B), Permanent	6	0	1	16,7
Senior Management Service (Band C), Permanent	4	0	0	0
Other, Permanent	8	0	1	12,5
Contract (levels 1-2), Permanent	0	12	7	0
Contract (levels 6-8), Permanent	1	4	4	400
Contract (levels 9-12), Permanent	3	1	2	66,7
Contract (Band A), Permanent	1	1	1	100
Contract (Band B), Permanent	3	1	1	33,3
Contract (Band D), Permanent	1	0	0	0
Total	**435**	**80**	**56**	**12,9**

TABLE 5.2 - Annual turnover rates by critical occupation

Occupation	Employment at vbeginning of period (April 2008)	Appointments	Terminations	Turnover rate
Administrative-related, Permanent	3	0	0	0
Cleaners in offices, workshops, hospitals etc., Permanent	11	2	0	0
Client information clerks (switchboard, reception, information clerks), Permanent	1	0	0	0
Communication and information-related, Permanent	111	17	11	9,9
Finance and economics-related, Permanent	8	0	0	0
Financial and related professionals, Permanent	6	1	0	0
Financial clerks and credit controllers, Permanent	6	0	2	33,3
Food-services aids and waiters, Permanent	2	0	2	100
HOD/CEO, Permanent	1	0	0	0
Human resources and organisational development and related professions, Permanent	5	0	1	20
Human resources clerks, Permanent	3	0	0	0
Human resources-related, Permanent	4	0	0	0
Information technology-related, Permanent	1	0	0	0
Language practitioners, interpreters and other communicators, Permanent	128	25	18	14,1
Library, mail and related clerks, Permanent	4	0	0	0
Light-vehicle drivers, Permanent	2	0	0	0
Logistical support personnel, Permanent	3	0	0	0
Material-recording and transport clerks, Permanent	13	4	1	7,7
Messengers, porters and deliverers, Permanent	6	1	0	0
Other administrative and related clerks and organisers, Permanent	17	2	2	11,8
Other administrative policy and related officers, Permanent	6	0	0	0
Other information technology personnel, Permanent	11	2	1	9.1
Printing and related machine operators, Permanent	3	0	0	0
Secretaries and other keyboard operating clerks, Permanent	43	22	12	27,9
Security officers, Permanent	2	0	0	0
Senior managers, Permanent	29	3	5	17,2
Trade labourers, Permanent	6	1	1	16,7
Total	**435**	**80**	**56**	**12,9**

TABLE 5.3 - Reasons why staff are leaving the department

Termination type	Number	Percentage of total resignations	Percentage of total employment	Total	Total employment
Death, Permanent	2	3,6	0,5	56	435
Resignation, Permanent	34	60,7	7,8	56	435
Expiry of contract, Permanent	15	26,8	3,4	56	435
Dismissal misconduct, Permanent	2	3,6	0,5	56	435
Retirement, Permanent	3	5,4	0,7	56	435
Total	**56**	**100**	**12,9**	**56**	**435**
Resignations as % of employment					
12,9					

TABLE 5.4 - Promotions by critical occupation

Occupation	Employment at beginning of period (April 2008)	Promotions to another salary level	Salary level promotions as a % of employment	Progressions to another notch within salary level	Notch progressions as a % of employment
Administrative-related	3	2	66,7	1	33,3
Cleaners in offices, workshops, hospitals, etc.	11	0	0	5	45,5
Client information clerks (switchboard, reception, information clerks)	1	0	0	1	100
Communication and information-related	111	20	18	63	56,8
Community development workers	0	1	0	0	0
Finance- and economics-related	8	4	50	6	75
Financial and related professionals	6	5	83,3	3	50
Financial clerks and credit controllers	6	4	66,7	2	33,3
Food-services aids and waiters	2	0	0	1	50
HOD/CEO	1	0	0	2	200
Human resources and organisational development and related professions	5	0	0	5	100

Human resources clerks	3	0	0	1	33,3
Human resources-related	4	1	25	4	100
Information technology-related	1	0	0	2	200
Language practitioners, interpreters and other communicators	128	7	5,5	72	56,3
Library, mail and related clerks	4	0	0	3	75
Light-vehicle drivers	2	0	0	2	100
Logistical support personnel	3	0	0	3	100
Material-recording and transport clerks	13	1	7,7	11	84,6
Messengers, porters and deliverers	6	0	0	3	50
Other administrative and related clerks and organisers	17	7	41,2	11	64,7
Other administrative policy and related officers	6	0	0	5	83,3
Other information technology personnel	11	2	18,2	6	54,5
Printing and related machine operators	3	0	0	3	100
Secretaries and other keyboard operating clerks	43	4	9,3	28	65,1
Security officers	2	0	0	2	100
Senior managers	29	4	13,8	37	127,6
Trade labourers	6	0	0	3	50
Total	**435**	**62**	**14,3**	**285**	**65,5**

TABLE 5.5 - Promotions by salary band

Salary band	Employment at beginning of period (April 2008)	Promotions to another salary level	Salary level promotions as a % of employment	Progressions to another notch within salary level	Notch progressions as a % of employment
Lower skilled (levels 1-2), Permanent	12	0	0	16	133,3
Skilled (levels 3-5), Permanent	28	2	7,1	36	128,6
Highly-skilled production (levels 6-8), Permanent	205	24	11,7	129	62,9
Highly-skilled supervision (levels 9-12), Permanent	133	31	23,3	38	28,6
Senior management (levels 13-16), Permanent	40	5	12,5	64	160
Other, Permanent	8	0	0	0	0
Contract (levels 6-8), Permanent	1	0	0	0	0
Contract (levels 9-12), Permanent	3	0	0	0	0
Contract (levels 13-16), Permanent	5	0	0	2	40
Total	**435**	**62**	**14,3**	**285**	**65,5**

TABLE 6.1 - Total number of employees (including employees with disabilities) per occupational category (Sasco)

Occupational categories	Male, African	Male, coloured	Male, Indian	Male, total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Female, white	Total
Legislators, senior officials and managers, Permanent	7	3	2	12	2	10	2	3	15	2	31
Professionals, Permanent	105	16	0	121	13	118	9	3	130	24	288
Clerks, Permanent	23	4	0	27	2	52	6	1	59	8	96
Service and sales workers, Permanent	2	0	0	2	0	0	0	0	0	0	2
Plant and machine operators and assemblers, Permanent	5	0	0	5	0	0	0	0	0	0	5
Elementary occupations, Permanent	13	0	0	13	0	11	2	0	13	0	26
Other, Permanent	2	0	0	2	0	0	0	0	0	0	2
Total	**157**	**23**	**2**	**182**	**17**	**191**	**19**	**7**	**217**	**34**	**450**

	Male, African	Male, coloured	Male, Indian	Male, Total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Female, white	Total
Employees with disabilities	3	1	0	4	1	4	0	0	4	1	10

TABLE 6.2 - Total number of employees (including employees with disabilities) per occupational bands

Occupational bands	Male, African	Male, coloured	Male, Indian	Male, total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Fe-male, white	Total
Top management, Permanent	3	1	2	6	1	3	1	1	5	0	12
Senior management, Permanent	8	5	0	13	3	6	1	3	10	4	30
Professionally qualified and experienced specialists and mid-management, Permanent	44	6	0	50	10	54	1	1	56	18	134
Skilled technical and academically-qualified workers, junior management, supervisors, foremen, Permanent	71	11	0	82	3	107	12	2	121	12	218
Semi-skilled and discretionary decision-making, Permanent	15	0	0	15	0	10	1	0	11	0	26
Unskilled and defined decision-making, Permanent	6	0	0	6	0	6	2	0	8	0	14
Contract (top management), Permanent	2	0	0	2	0	1	0	0	1	0	3
Contract (senior management), Permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (professionally qualified), Permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (skilled technical), Permanent	0	0	0	0	0	1	0	0	1	0	1
Contract (unskilled), Permanent	6	0	0	6	0	3	1	0	4	0	10
Total	**157**	**23**	**2**	**182**	**17**	**191**	**19**	**7**	**217**	**34**	**450**

TABLE 6.3 - Recruitment

Occupational bands	Male, African	Male, coloured	Male, Indian	Male, total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Female, white	Total
Senior management, Permanent	0	0	0	0	0	1	0	0	1	0	1
Professionally qualified and experienced specialists and mid-management, Permanent	7	0	0	7	1	9	0	0	9	1	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	15	1	0	16	1	19	2	0	21	0	38
Semi-skilled and discretionary decision-making, Permanent	0	0	0	0	0	1	0	0	1	0	1
Unskilled and defined decision-making, Permanent	0	0	0	0	0	2	1	0	3	0	3
Contract (senior management), Permanent	1	0	1	2	0	0	0	0	0	0	2
Contract (professionally qualified), Permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (skilled technical), Permanent	2	0	0	2	0	2	0	0	2	0	4
Contract (unskilled), Permanent	7	0	0	7	0	4	1	0	5	0	12
Total	**33**	**1**	**1**	**35**	**2**	**38**	**4**	**0**	**42**	**1**	**80**

TABLE 6.4 - Promotions

Occupational bands	Male, African	Male, coloured	Male, Indian	Male, total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Female, white	Total
Top management, Permanent	1	1	3	5	0	2	2	1	5	0	10
Senior management, Permanent	21	11	2	34	6	7	1	6	14	5	59
Professionally qualified and experienced specialists and mid-management, Permanent	23	3	0	26	4	26	1	1	28	11	69
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	52	11	0	63	1	67	7	4	78	11	153
Semi-skilled and discretionary decision-making, Permanent	12	1	0	13	0	19	4	1	24	1	38
Unskilled and defined decision-making, Permanent	9	0	0	9	0	6	1	0	7	0	16
Contract (top management), Permanent	2	0	0	2	0	0	0	0	0	0	2
Total	**120**	**27**	**5**	**152**	**11**	**127**	**16**	**13**	**156**	**28**	**347**

	Male, African	Male, coloured	Male, Indian	Male, total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Female, white	Total
Employees with disabilities	2	0	0	2	0	2	0	0	2	0	4

TABLE 6.5 - Terminations

Occupational bands	Male, African	Male, coloured	Male, Indian	Male, total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Female, white	Total
Senior management, Permanent	1	0	1	2	0	1	0	0	1	0	3
Professionally qualified and experienced specialists and mid-management, Permanent	4	2	0	6	0	4	0	2	6	0	12
Skilled technical and academically-qualified workers, junior management, supervisors, foremen, Permanent	10	2	0	12	1	7	2	0	9	1	23
Unskilled and defined decision-making, Permanent	0	0	0	0	0	2	0	0	2	0	2
Not available, Permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (senior management), Permanent	1	0	1	2	0	0	0	0	0	0	2
Contract (professionally qualified), Permanent	2	0	0	2	0	0	0	0	0	0	2
Contract (skilled technical), Permanent	2	0	0	2	0	2	0	0	2	0	4
Contract (unskilled), Permanent	2	0	0	2	0	5	0	0	5	0	7
Total	**23**	**4**	**2**	**29**	**1**	**21**	**2**	**2**	**25**	**1**	**56**

	Male, African	Male, coloured	Male, Indian	Male, total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Female, white	Total
Employees with disabilities	1	0	0	1	0	1	0	0	1	0	2

TABLE 6.6 - Disciplinary action

Disciplinary action	Male, African	Male, coloured	Male, Indian	Male, total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Female, white	Total
Total	**5**	**1**	**0**	**6**	**0**	**1**	**0**	**0**	**0**	**0**	**7**

TABLE 6.7 - Skills development

Occupational categories	Male, African	Male, coloured	Male, Indian	Male, total blacks	Male, white	Female, African	Female, coloured	Female, Indian	Female, total blacks	Female, white	Total
Legislators, senior officials and managers	10	3	1	14	3	5	1	2	8	4	29
Professionals	46	2	0	48	7	41	0	2	43	14	112
Technicians and associate professionals	0	0	0	0	0	0	0	0	0	0	0
Clerks	48	4	0	52	0	84	6	1	91	12	155
Clerks I and II	3	0	0	3	0	1	1	0	2	0	5
Service and sales workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trade workers	0	0	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0	0	0
Total	**107**	**9**	**1**	**117**	**10**	**131**	**8**	**5**	**144**	**30**	**301**
Employees with disabilities	2	0	0	2	0	1	0	0	1	1	4

TABLE 7.1 - Signing of performance agreements by Senior Management Service (SMS) members as at 30 September 2008

SMS Level	Total number of funded SMS posts per level	Total number of SMS members per level	Total number of signed performance agreements per level	Signed performance agreements as % of total number of SMS members per level
Director-General (DG)/HoD	1	1	1	100%
Salary level 16, but not HoD	0	0	0	0
Salary level 15	3	3	3	100%
Salary level 14	11	11	11	100%
Salary level 13	32	31	29	94%
Total	**47**	**46**	**44**	**96%**

TABLE 7.2 - Reasons for not having concluded performance agreements with all SMS members as at 30 September 2008

1. 2 SMS members were appointed on 1 September 2008

TABLE 7.3 - Disciplinary steps taken against SMS members for not having concluded performance agreements as at 30 September 2008

1. None

TABLE 7.4 - Filling of SMS posts as at 31 March 2009

SMS Level	Total number of funded SMS posts per level	Total number of SMS posts filled per level	% of SMS posts filled per level	Total number of SMS posts vacant per level	% of SMS posts vacant per level
DG/HoD	1	1	100%	0	0%
Salary level 16, but not HoD	0	0	0%	0	0%
Salary Level 15	3	3	100%	0	0%
Salary Level 14	11	11	100%	0	0%
Salary Level 13	33	31	94%	2	6%
Total	**48**	**46**	**96%**	**2**	**4%**

TABLE 7.5 – Advertising and filling of SMS posts as at 31 March 2009

SMS Level	Advertising	Filling of posts	
	Number of vacancies per level advertised in six months of becoming vacant	Number of vacancies per level filled in six months after becoming vacant	Number of vacancies per level not filled in six months but filled in 12 months
DG/HoD	0	0	0
Salary Level 16, but not HoD	0	0	0
Salary Level 15	1	1	0
Salary Level 14	1	1	0
Salary Level 13	5	4	0
Total	**7**	**6**	**0**

TABLE 7.6 - Performance rewards by race, gender and disability

Demographics	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
African, female	84	188	44,7	1,479	17,603
African, male	60	154	39	1,389	23,146
Asian, female	7	7	100	209	29,916
Asian, male	3	2	150	242	80,814
Coloured, female	11	19	57,9	230	20,911
Coloured, male	15	22	68,2	475	31,694
Total blacks, female	102	214	47,7	1,918	18,805
Total blacks, male	78	178	43,8	2,107	27,008
White, female	24	33	72,7	598	24,923
White, male	6	16	37,5	252	42,059
Employees with a disability	6	9	66,7	92	15,349
Total	**216**	**450**	**48,0**	**4,967**	**22,997**

TABLE 7.7 - Performance rewards by salary band for personnel below SMS

Salary band	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
Lower skilled (levels 1-2)	6	12	50	33	5,500
Skilled (levels 3-5)	11	26	42,3	76	6,909
Highly skilled production (levels 6-8)	99	219	45,2	1,268	12,808
Highly skilled supervision (levels 9-12)	64	135	47,4	1,298	20,281
Contract (levels 1-2)	0	10	0	0	0
Contract (levels 6-8)	0	1	0	0	0
Contract (levels 9-12)	0	1	0	0	0
Total	**180**	**404**	**44,6**	**2,675**	**14,861**

TABLE 7.8 - Performance rewards by critical occupation

Critical occupations	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
Administration-related	0	4	0	0	0
Cleaners in offices, workshops, hospitals, etc.	2	13	15,4	12	6,000
Client information clerks (switchboard, reception, information clerks)	1	1	100	13	13,000
Communication and information-related	54	108	50	1,391	25,759
Finance and economics-related	5	9	55,6	125	25,000
Financial and related professionals	2	8	25	31	15,500
Financial clerks and credit controllers	4	4	100	52	13,000
Food-services aids and waiters	1	0	0	6	6,000
HoD/CEO	1	1	100	143	143,000
Human resources and organisational development and related professions	2	4	50	35	17,500
Human resources clerks	1	4	25	16	16,000
Human resources-related	4	5	80	83	20,750
Information technology-related	1	1	100	50	50,000

Language practitioners, interpreters and other communicators	46	129	35,7	697	15,152
Library, mail and related clerks	0	4	0	0	0
Light-vehicle drivers	2	2	100	12	6,000
Logistical support personnel	2	3	66,7	29	14,500
Material-recording and transport clerks	8	12	66,7	90	11,250
Messengers, porters and deliverers	4	7	57,1	23	5,750
Other administrative and related clerks and organisers	15	20	75	153	10,200
Other administrative policy and related officers	1	5	20	18	18,000
Other information technology personnel	8	12	66,7	176	22,000
Printing and related machine operators	2	3	66,7	13	6,500
Rank: Unknown	0	2	0	0	0
Secretaries and other keyboard operating clerks	25	51	49	343	13,720
Security officers	1	2	50	7	7,000
Senior managers	22	30	73,3	1,434	65,182
Trade labourers	2	6	33,3	15	7,500
Total	**216**	**450**	**48**	**4,967**	**22,995**

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TABLE 7.9 - Performance-related rewards (cash bonus) by salary band for SMS

SMS band	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)	% of SMS wage bill	Personnel cost SMS (R'000)
Band A	25	0	0	1,319	5,276	8,1	16,235
Band B	8	31	25,8	624	7,800	6,6	9,471
Band C	2	11	18,2	206	10,300	3,8	5,366
Band D	1	4	25	143	14,300	7,3	1,955
Total	**36**	**46**	**78,3**	**2,292**	**6,366.7**	**6,9**	**33,027**

TABLE 8.1 - Foreign workers by salary band

Salary band	Employment at beginning of period	Percentage of total	Employment at end of period	Percentage of total	Change in employment	Percentage of total	Total employment at beginning of period	Total employment at end of period	Total change in employment
Total	0	0	0	0	0	0	0	0	0

TABLE 8.2 - Foreign workers by major occupation

Major occupation	Employment at beginning of period	Percentage of total	Employment at end of period	Percentage of total	Change in employment	Percentage of total	Total employment at beginning of period	Total employment at end of period	Total change in employment
Total	0	0	0	0	0	0	0	0	0

TABLE 9.1 - Sick leave for January 2008 to December 2008

Salary band	Total days	% days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)	Total number of employees using sick leave	Total number of days with medical certification
Lower skilled (levels 1-2)	82	95,1	9	2,7	9	15	332	78
Skilled (levels 3-5)	147	93,9	19	5,7	8	35	332	138
Highly skilled production (levels 6-8)	914	84,9	157	47,3	6	405	332	776
Highly skilled supervision (levels 9-12)	807	84,3	110	33,1	7	712	332	680
Senior management (levels 13-16)	208	84,1	33	9,9	6	481	332	175
Contract (levels 6-8)	5	40,0	2	0,6	3	3	332	2
Contract (levels 13-16)	9	100,0	2	0,6	5	22	332	9
Total	**2,172**	**85,5**	**332**	**100**	**7**	**1,673**	**332**	**1,858**

TABLE 9.2 - Disability leave (temporary and permanent) for January 2008 to December 2008

Salary band	Total days	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R'000)	Total number of days with medical certification	Total number of employees using disability leave
Lower skilled (levels 1-2)	74	100	2	40	37	13	74	5
Highly-skilled production (levels 6-8)	5	100	1	20	5	2	5	5
Highly-skilled supervision (levels 9-12)	7	100	1	20	7	6	7	5
Senior management (levels 13-16)	227	100	1	20	227	499	227	5
Total	**313**	**100**	**5**	**100**	**63**	**520**	**313**	**5**

TABLE 9.3 - Annual leave for January 2008 to December 2008

Salary band	Total days taken	Average days per employee	Number of employees who took leave
Lower skilled (levels 1-2)	261	22	12
Skilled (levels 3-5)	595	23	26
Highly skilled production (levels 6-8)	4,154	17	240
Highly skilled supervision (levels 9-12)	2,972	19	160
Senior management (levels 13-16)	970	22	45
Contract (levels 6-8)	8	8	1
Contract (levels 9-12)	20	7	3
Contract (levels 13-16)	78	13	6
Total	**9,058**	**18**	**493**

TABLE 9.4 - Capped leave for January 2008 to December 2008

	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2008	Number of employees who took capped leave	Total number of capped leave days available at 31 December 2008	Number of employees as at 31 December 2008
Lower skilled (levels 1-2)	2	2	25	1	200	8
Skilled (levels 3-5)	6	6	51	1	1,077	21
Highly skilled production (levels 6-8)	22	6	29	4	1,777	61
Highly skilled supervision (levels 9-12)	32	4	35	9	1,738	50
Senior management (levels 13-16)	6	6	41	1	946	23
Total	**68**	**4**	**35**	**16**	**5,738**	**163**

TABLE 9.5 - Leave pay-outs

Reason	Total amount (R'000)	Number of employees	Average payment per employee (R)
Capped leave pay-outs on termination of service for 2008/09	203	30	6,767
Current leave pay-out on termination of service for 2008/09	181	23	7,870
Total	**384**	**53**	**7,245**

TABLE 10.1 - Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified as being at high risk of contracting HIV and related diseases (if any)	Key steps taken to reduce the risk	Details
Does the department have categories of employees identified as being at high risk of contracting HIV and related diseases?	Yes	The organisation has employees who, because of their age i.e. between 21 and 49, are more at risk of contracting HIV. In addition there are youths who are employed to do internships & learnerships. The key steps that the organisation is taking to reduce the risk are to hold regular presentations on HIV&AIDS and related diseases like TB, HBP, sugar diabetes, cancer, etc, to conscientise staff. Posters and phamphlets related to HIV are displayed on the different floors of the building.
		All toilets have condom dispensers for staff to access at will.
		Health screening, where VTC happenes, take place twice a year and those who have been found positive are referred accordingly

TABLE 10.2 - Details of health promotion and HIV/AIDS programmes (tick Yes/No and provide required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	x		Leah Madalane: Director Human-Resource Development (HRD)
2. Does the department have a dedicated unit, or staff members designated to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		The unit has three staff members. Dikeledi Nthite manages the unit; Carlyn Steenkamp coordinates the Employee Health and Wellness Programme (EHWP) with a budget of R360 000 and Kolani Neba coordinates the Employees With Disabilities Programme (EWDP) with a budget of R70 000. In 2008, 10 wellness champions were identified and trained to assist in coordinating the EHWP in the provincial offices.
3. Has the department introduced an employee assistance or health promotion programme for its employees? If so, indicate the key elements/services of the programme.	x		Since 2007, the unit has had a designated person driving the EHWP and EWDP, as indicated above.

TABLE 10.2 - Details of health promotion and HIV/AIDS programmes (tick Yes/No and provide required information)

Question	Yes	No	Details, if yes
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	x		The function of the committee is placed with the three staff members running the unit, and supported by the wellness champions.
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices thus reviewed.	x		The EHWP policy, disability policy and HIV and AIDS policy are reviewed yearly and updated where necessary.
6. Has the department introduced measures to protect HIV-positive employees, or those perceived to be HIV-positive, from discrimination? If so, list the key elements of these measures.	x		In addition to HR policies, the policies mentioned above are designed to protect those who are infected and affected by HIV and AIDS from any discrimination in the workplace. In addition, the various wellness programmes offer support and sensitise staff to issues surrounding HIV and AIDS.

TABLE 10.2 - Details of health promotion and HIV/AIDS programmes [tick Yes/No and provide required information]

Question	Yes	No	Details, if yes
7. Does the department encourage its employees to undergo voluntary counselling and testing (VCT)? If so, list the results that you have achieved.	x		Staff members have two opportunities during the course of the year to have VCT, which is usually conducted by an external service-provider, thus ensuring confidentiality. During the last wellness screening opportunity, 132 staff members volunteered to undergo VCT.
8. Has the department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.	x		This is usually evident from the reports produced by health service-providers. For example, the report produced by the service-provider after performing health screenings would reflect on the organisation's current health statistics. Using the report, health risk trends can be identified and suitable programmes implemented.

TABLE 11.1 - Collective agreements

Subject matter	Date	
None		

TABLE 11.2 - Misconduct and disciplinary hearings finalised

Outcomes of disciplinary hearings	Number	Percentage of total
Dismissed	2	28,6
Suspended	3	42,8
Final written warning	2	28,6
Total	**7**	

TABLE 11.3 - Types of misconduct addressed and disciplinary hearings

Type of misconduct	Number	Percentage of total
Financial misconduct	2	28,6
Insubordination	1	14,3
Absent from work	3	42,8
Abscondment	1	14,3
Total	**7**	

TABLE 11.4 - Grievances lodged

Number of grievances addressed	Number	Percentage of total
Total	**2**	**100**

TABLE 11.5 - Disputes lodged

Number of disputes addressed	Number	% of total
Total	**2**	**100**

TABLE 11.6 - Strike actions

Strike actions	
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of "no work, no pay" policy	0

TABLE 11.7 - Precautionary suspensions

Precautionary suspensions	
Number of people suspended	3
Number of people whose suspension exceeded 30 days	3
Average number of days suspended	40
Cost (R'000) of suspensions	40,157

TABLE 12.1 - Training needs identified

Occupational categories	Gender	Employment	Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	18	0	2	0	2
	Male	28	0	3	0	3
Professionals	Female	76	0	43	0	43
	Male	61	0	23	0	23
Technicians and associate professionals	Female	0	0	0	0	0
	Male	0	0	0	0	0
Clerks	Female	127	0	60	0	60
	Male	93	0	41	0	41
Clerks I and II	Female	19	0	6	0	6
	Male	15	0	6	0	6
Service and sales workers	Female	8	0	6	0	6
	Male	5	0	1	0	1
Craft and related trade workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Gender subtotals	Female	248	0	118	0	118
	Male	202	0	73	0	73
Total		**450**	**0**	**191**	**0**	**191**

TABLE 12.2 - Training provided

Occupational categories	Gender	Employment	Learnerships	Skills programmes and other short courses	Other forms of training (Khaedu)	Total
Legislators, senior officials and managers	Female	18	0	13	4	17
	Male	28	0	21	8	29
Professionals	Female	76	0	49	18	67
	Male	61	0	37	19	56
Technicians and associate professionals	Female	0	0	0	0	0
	Male	0	0	0	0	0
Clerks	Female	127	7	92	10	109
	Male	93	3	64	9	76
Clerks I and II	Female	19	0	13	0	13
	Male	15	0	3	0	3
Service and sales workers	Female	8	0	9	0	9
	Male	5	0	2	0	2
Craft and related trade workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Gender subtotals	Female	248	3	176	32	211
	Male	202	7	127	36	170
Total		**450**	**10**	**303**	**68**	**381**

TABLE 12. 3. Bursaries provided

	Gender	Total
Legislators, senior officials and managers	Female	3
	Male	3
Professionals	Female	22
	Male	18
Technicians and associate professionals	Female	0
	Male	0
Clerks	Female	46
	Male	22
Clerks I and II	Female	8
	Male	2
Service and sales workers	Female	9
	Male	2
Craft and related trade workers	Female	0
	Male	0
Plant and machine operators and assemblers	Female	0
	Male	0
Elementary occupations	Female	0
	Male	0
Gender subtotal	Female	88
	Male	47
Total		**135**

Table 12.4. MIP training provided

	Female	Total
Legislators, senior officials and managers	Female	0
	Male	0
Professionals	Female	9
	Male	9
Technicians and associate professionals	Female	0
	Male	0
Clerks	Female	11
	Male	8
Clerks I and II	Female	0
	Male	0
Service and sales workers	Female	0
	Male	0
Craft and related trade workers	Female	0
	Male	0
Plant and machine operators and assemblers	Female	0
	Male	0
Elementary occupations	Female	0
	Male	0
Gender subtotal	Female	20
	Male	17
Total		**37**

TABLE 13.1 - Injury on duty

Nature of injury on duty	Number	% of total
Required basic medical attention only	0	0
Temporary total disablement	0	0
Permanent disablement	0	0
Fatal	0	0
Total	**0**	**0**

TABLE 14.1 - Report on consultant appointments using appropriated funds

Project title	Total number of consultants who worked on the project	Duration: Work days	Contract value in Rand
Assessment of *Vuk'uzenzele* government magazine	1	2 months	R 959,263.89
Media bulk-buying	1	3 years	Open
FIFA World Cup website	1	6 months	R 2,071,047.91
Communication products for media syndication	1	6months	Open
Analysis of media content on government	1	1 year	R 1,149,120.00
Organisational development of government	1	7 months	R 1,403,568.00
Energy efficiency campaign	1	7 months	R 5,000,000.00
Energy efficiency campaign	1	1 year	R 2,000,000.00
Public relations brief - 2010	1	1 year	Open
Total number of projects	**Total individual consultants**	**Total duration: Work days**	**Total contract value in Rand**
9	9		R 12,589,999.80

TABLE 14.2 - Analysis of consultant appointments using appropriated funds, i.t.o. HDIs

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Assessment of *Vuk'uzenzele* government magazine	0		
Media bulk-buying	0		
FIFA World Cup website	5		
Communication products for media syndication	50		
Analysis of media content on government	0		
Organisational development of government	26		
Energy efficiency campaign	60		
Energy efficiency campaign	0		
Public relations brief - 2010	0		

TABLE 14.3 - Report on consultant appointments using donor funds

Project title	Total number of consultants who worked on the project	Duration: work days	Donor and contract value in Rand
None			

Total number of projects	Total individual consultants	Total duration: work days	Total contract value in Rand
None			

TABLE 14.4 - Analysis of consultant appointments using donor funds, i.t.o. HDIs

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
None			